

A Technical Proposal for the Selection of a Superintendent

Presented To:



Submitted By:

Ray and Associates, Inc.

**CORPORATE OFFICE
901 17TH STREET NE, PO Box 10045
CEDAR RAPIDS, IOWA 52402
PHONE: 319-393-3115
FAX: 319-393-4931
E-mail: glr@rayassoc.com
Website: www.rayassoc.com**

**TENNESSEE OFFICE
132 WYNBROOKE TRACE
HENDERSONVILLE, TENNESSEE 37075
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FAX: 319-393-4931
E-mail: glr@rayassoc.com
Website: www.rayassoc.com**

Finding Leaders for America's Schools

Copy



001019818

**APPLICATION FOR CERTIFICATE OF AUTHORITY
FOR-PROFIT CORPORATION**

SS-4431

**Tre Hargett**
Secretary of State**Division of Business Services**
Department of State
State of Tennessee
312 Rosa L. Parks AVE, 6th FL
Nashville, TN 37243-1102
(615) 741-2286

Filing Fee: \$600.00

For Office Use Only

Control # 001019818

Amount Due: \$600.00
Please file immediately**To the Secretary of the State of Tennessee:**

Pursuant to the provisions of T.C.A. §48-25-103 of the Tennessee Business Corporation Act, the undersigned corporation hereby applies for a certificate of authority to transact business in the State of Tennessee, and for that purpose sets forth:

1. **The name of the corporation is:** Ray Associates, Inc.
If different, the name under which the certificate of authority is to be obtained is:
Ray Associates, Inc. (Qualified Under An Assumed Name)

NOTE: The Secretary of State of the State of Tennessee may not issue a certificate of authority to a foreign corporation for profit if its name does not comply with the requirements of T.C.A. §48-14-101 of the Tennessee Business Corporation Act. If obtaining a certificate of authority under an assumed corporate name, an assumed name application must be filed pursuant to T.C.A. §48-14-101(d) with an additional \$20.00 fee.

2. **The state or country under whose law it is incorporated is:** IOWA
and the date (mm/dd/yyyy) of its incorporation is: 10/12/2018
and the period of duration, if other than perpetual, is: Perpetual
and, if prior to qualifying, the date it commenced doing business in Tennessee is: 03/27/2019

NOTE: Additional filing fees and proof of tax clearance confirming good standing may apply if the Corporation commenced doing business in Tennessee prior to the approval of this application. See T.C.A. §48-25-103(c) and T.C.A. §48-65-103(c).

3. **This company has the additional designation of:** For-Profit Benefit Corporation

4. **The name and complete address of its registered agent and office located in the State of Tennessee is:**
DON LONG
132 WYNBROOKE TRCE
HENDERSONVILLE, TN 37075-6716
SUMNER COUNTY

5. **Fiscal Year Close Month:** December

6. **If the document is not to be effective upon filing by the Secretary of State, the delayed effective date and time is:**
(none) (Not to exceed 90 days)

7. **The Corporation is for profit.**

8. **The complete address of its principal office is:**
901 17TH ST NE
CEDAR RAPIDS, IA 52402-5259

(Note: Pursuant to T.C.A. §10-7-503 all information on this form is public record.)



**APPLICATION FOR CERTIFICATE OF AUTHORITY
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Secretary of State

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Amount Due: \$600.00
Please file immediately

The name of the corporation is: Ray Associates, Inc.

9. The complete mailing address of the entity (if different from the principal office) is:

PO BOX 10045
CEDAR RAPIDS, IA 52410-0045

10. List the name and complete address of each of its current officers:

Title	Name	Business Address	City, State, Zip
President	Anne Marie Moran	6707 CEDAR VIEW COURT NE	CEDAR RAPIDS, IA 52411

11. List the name and complete address of each of its current board of directors:

Title	Name	Business Address	City, State, Zip
Director	Anne Marie Moran	6707 CEDAR VIEW COURT NE	CEDAR RAPIDS, IA 52411

12. Professional Corporation: (required if the additional designation of "Professional Corporation" is entered in section 3.)

☐ I certify that this is a Professional Corporation.

Licensed Profession:

(Note: Pursuant to T.C.A. §10-7-503 all information on this form is public record.)

Electronic

Signature

Anne Marie Moran

Printed Name

President

Title/Signer's Capacity

Mar 27, 2019 2:58PM

Date

Tab A. Transmittal Letter

901 17th Street NE
PO Box 10045
Cedar Rapids, IA 52402
Tax ID: 81-4991919

Phone: 319-393-3115
Fax: 319-393-4931
Email: glr@rayassoc.com
Website: www.rayassoc.com

Ray and Associates, Inc.
Leaders in Executive Searches

March 27, 2018

Shelby County Schools
ATTN: Shante Avant, Board Chair
160 S. Hollywood Street
Memphis, TN 38112

Dear Ms. Avant and Members of the Board of Education:

This letter is in response to a request regarding the need for our services to assist you in the search for a new Superintendent. We are confident the Board will be quite pleased with the services we can provide. We have been very successful in providing Superintendent search services for districts that are similar in terms of size, cultural diversity and geographic location.

As I am sure you are aware, the selection of Superintendent will be one of the most important activities your Board will perform. The Board's success in the search process will affect your school district's education program for years to come. It is extremely important to find the "right fit" for the District.

We are familiar with Shelby County Schools as we previously assisted with the State Superintendent search in 2008 placing Dr. Kriner Cash. We are familiar with the Council of Great City Schools as we are recently conducted the successful Superintendent searches for Bridgeport Public Schools, Connecticut; Cincinnati Public Schools, Ohio; Hawaii State Department of Education, Hawaii; Detroit Public Schools Community District, Michigan; and Saint Paul Public Schools, Minnesota. We previously assisted Dallas ISD, Austin ISD, El Paso ISD and Fort Worth ISD, Texas; Albuquerque Public Schools, New Mexico; Anchorage School District, Alaska; Baltimore City Public Schools, Maryland; Birmingham City Schools, Alabama; Indianapolis Public Schools, Indiana; Boston Public Schools, Massachusetts; Sacramento City Unified School District and Oakland Unified School District, California; Jackson Public Schools, Mississippi; Duval County Public Schools, Broward County Public Schools and The School District of Palm Beach County, Florida; Seattle Public Schools, Washington; Norfolk Public Schools, Virginia; Kansas City Public Schools, Missouri; Des Moines Public Schools, Iowa; Milwaukee Public Schools, Wisconsin; Omaha Public Schools, Nebraska; Rochester City Schools, New York; Oklahoma City Public School District, Oklahoma; Gilford County Schools and Charlotte-Mecklenburg Schools, North Carolina with their educational leadership searches.

We have also assisted the Alabama Department of Education, Hawaii Department of Education, Colorado Department of Education, Ohio Department of Education, Florida Department of Education, Michigan Department of Education; Rhode Island Department of Education, West Virginia Department of Education and Wyoming Department of Education with their State Superintendent searches.

We are currently assisting Waxahachie Independent School District, Texas; Baltimore County Public Schools, Maryland; Granite Falls School District and Everett Public Schools, Washington; Hood River County School District, Oregon; Missoula County Public Schools, Montana; Berlin Area School District,

Wisconsin; Michigan Department of Education, Michigan; Wayne Community School District and Benton Community School District, Iowa; and many others across the nation.

We are a national search firm that is uniquely equipped to assist you in the selection of a Superintendent who meets your particular needs and qualifications. We will not only advertise, but also actively recruit potential candidates that will meet the criteria established by your Board, including women and minorities. Most other search firms do not seek out candidates for a position as we do for our clients. With our extensive regional and national associate base, Ray and Associates, Inc. will be able to recruit quality candidates from around the country, as well as within the state. We have often found excellent in-state candidates who would not otherwise have applied for the position due to a possible conflict of interest with a state or local firm. Our professional, objective procedures allow us to attract, process and screen the most successful candidates for a Superintendent position. You will also find our system is flexible, which allows us to customize the search to meet the desires of the Board.

Our firm has exhibited at the National School Boards Association (NSBA), National Association of Secondary School Principals (NASSP), the American Association of School Administrators (AASA), the Association of Latino Administrators and Superintendents (ALAS) and the National Alliance of Black School Educators (NABSE), as well as other professional organizations, for over forty (40) years. This year the firm exhibited and presented at numerous state school board associations. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients.

It is our goal to make the selection process professional, efficient and successful to assure your complete satisfaction with our services. It is quite common for a Board to be concerned about the quality of candidates who might be available in today's job market. Outstanding administrators will need to be recruited regardless of the time of year or the position needing to be filled because many of these school leaders already have good jobs. We feel that our firm can be very successful in attracting candidates that will meet or exceed your expectations. With a consulting firm of over one hundred sixty (160) associates located nationwide, Ray and Associates, Inc. has been able to develop the most comprehensive pool of candidates of any executive search firm in the country. Our reputation for success is built upon providing school districts precisely the type of candidate that satisfies not only the Board but the community and faculty as well.

Ray and Associates, Inc. strives to provide the District with the best match possible based on what we learn in our extensive interaction with the Board and key players in the search. It is our desire to activate our network on your behalf to locate individuals that can effectively assume the top executive post in your District.

We understand that this proposal is a firm and irrevocable offer for a period of one-hundred twenty (120) days and acknowledge all Addenda to this RFP (#03292019).

We welcome the opportunity to make a presentation of our services at your convenience. If you have any further questions or comments regarding the enclosed information, please do not hesitate to contact our Cedar Rapids office at 319-393-3115.

Sincerely,



Ryan M. Ray
President

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INTRODUCTION

THE SEARCH

This Proposal is an example of the quality of our work for a state, regional and national search. Our firm is committed to spending the time and energy on the details necessary to perform a proper search. *We actively seek out and screen all candidates who are recruited during the search to identify those who are superior and who meet or exceed the qualifications set by the Board.*



Ray and Associates, Inc.

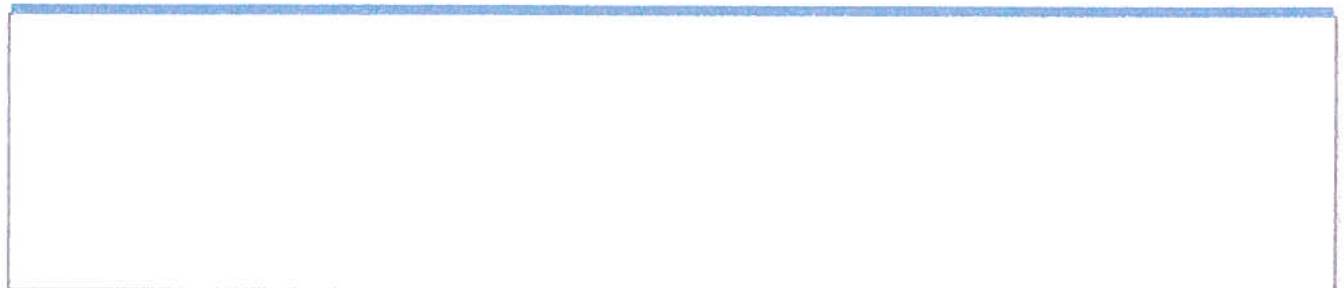
BRIEF OVERVIEW

This document is designed to demonstrate that we desire to provide you with a complete, detailed package customized to the Shelby County Schools in a performance contract regarding our professional services for your Superintendent search.

Our Proposal consists of our consultant services, general provisions, confidentiality, satisfaction guarantee and consultant cost.

PERFORMANCE

We have developed highly effective procedures to assist schools, step by step, in selecting a Superintendent whose qualifications meet its criteria. This Proposal outlines the detailed procedures and steps that make our searches successful. *We have been highly successful in delivering outstanding candidates in all of our searches.*



HISTORY AND OVERVIEW OF THE ORGANIZATION

PROFILE OF THE FIRM

Ray and Associates, Inc. is a professional organization that specializes in school executive leadership searches. The firm has been in the school executive search business since 1975 (44 years) and has established an outstanding reputation. The firm has been recognized by *The School Administrator* journal as one of the top search firms in the country. Our professional consultants, including women and minorities, are persons with long-term experience in the school executive search field, with extensive backgrounds as school administrators, business executives, school board members, university professors and attorneys.

Ray and Associates, Inc. is an independent and objective firm that does not accept placement fees from any candidate. We have designed a highly effective procedure that allows us to impartially assist schools in selecting the best individual for their particular needs.

In addition to our corporate office located in Cedar Rapids, Iowa, we have a National Executive Director, eight (8) Regional Search Directors and over one hundred sixty (160) Associates located throughout the country. Therefore, distance is not a factor to our firm when meeting with our clients.

The corporate office also maintains a full-time administrative staff to assist in the executive search business.

Our firm has exhibited at the National School Boards Association (NSBA), National Association of Secondary School Principals (NASSP), the American Association of School Administrators (AASA), the Association of Latino Administrators and Superintendents (ALAS) and the National Alliance of Black School Educators (NABSE), as well as other professional organizations, for over forty (40) years. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients. We also have associates who are affiliated with the Council of Great City Schools, Urban Superintendents Association of America, the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE), as well as other professional organizations.

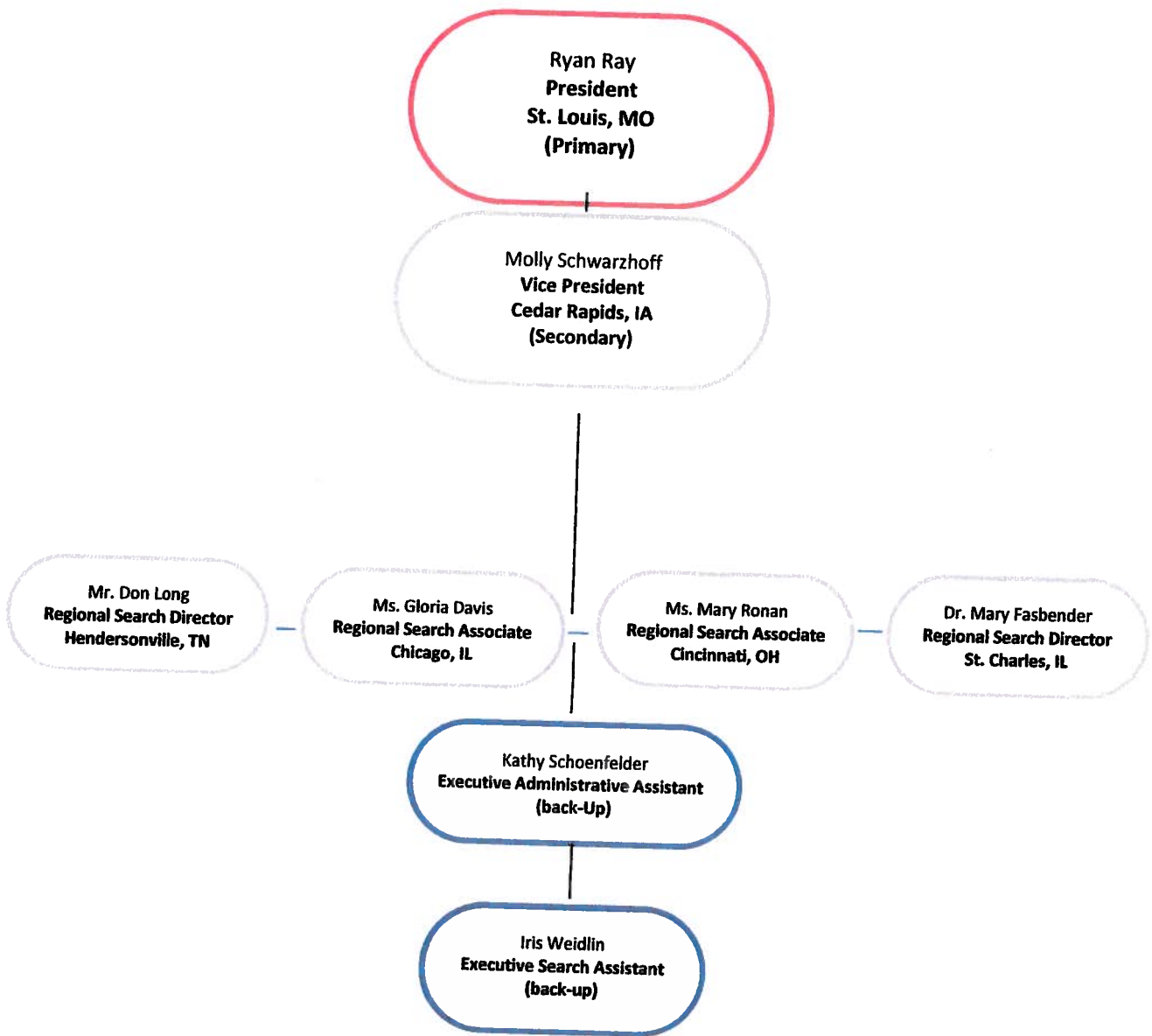
Exhibiting at state and national conventions allows the firm to meet and recruit outstanding administrators for our client districts. As a result, Ray and Associates has access to the most comprehensive pool of candidates of any executive search firm in the country.

It is only a matter of reality that outstanding administrators already have good jobs and need to be recruited. We are familiar with Shelby County Schools as we previously assisted with the State Superintendent search in 2008 placing Dr. Kriner Cash. We are familiar with the Council of Great City Schools as we are recently conducted the successful Superintendent searches for Bridgeport Public Schools, Connecticut; Cincinnati Public Schools, Ohio; Hawaii State Department of Education, Hawaii; Detroit Public Schools Community District, Michigan; and Saint Paul Public Schools, Minnesota. We previously assisted Dallas ISD, Austin ISD, El Paso ISD and Fort Worth ISD, Texas; Albuquerque Public Schools, New Mexico; Anchorage School District, Alaska; Baltimore City Public Schools, Maryland; Birmingham City Schools, Alabama; Indianapolis Public Schools, Indiana; Boston Public Schools, Massachusetts; Sacramento City Unified School District and Oakland Unified School District, California; Jackson Public Schools, Mississippi; Duval County Public Schools, Broward County Public Schools and The School District of Palm Beach County, Florida; Seattle Public Schools, Washington; Norfolk Public Schools, Virginia; Kansas City Public Schools, Missouri; Des Moines Public Schools, Iowa; Milwaukee Public Schools, Wisconsin; Omaha Public Schools, Nebraska; Rochester City Schools, New York; Oklahoma City Public School District, Oklahoma; Guilford County Schools and Charlotte-Mecklenburg Schools, North Carolina with their educational leadership searches (a complete list of firms history is available upon request).

We are currently assisting Waxahachie Independent School District, Texas; Baltimore County Public Schools, Maryland; Granite Falls School District and Everett Public Schools, Washington; Hood River County School District, Oregon; Missoula County Public Schools, Montana; Berlin Area School District, Wisconsin; Michigan Department of Education, Michigan; Wayne Community School District and Benton Community School District, Iowa; and many others across the nation (complete list available upon request).

Our network and recruiting efforts are second to none. We bring a wealth of experience and knowledge to your District focused upon our goal to make the selection process professional, efficient and successful so we can state, without reservation, that you will be quite pleased with our services.

Tab C. Experience and Capabilities – Organizational Chart





THE TEAM

Ray and Associates, Inc. is a professional organization which specializes in the field of educational leadership searches. We are uniquely equipped to assist you in the selection of a Superintendent who meets the particular needs and qualifications of the Shelby County Schools. We have:

1. Highly trained and experienced staff that includes:
 - *Active school administrative leaders*
 - *A balance of gender and minority representatives*
2. Expertise and extensive background in:
 - *The school superintendency*
 - *School administration at all levels*
 - *Private business, higher education and law*
3. Experienced speakers at state, regional and national conferences.
4. Conducted workshops and seminars in school related matters such as:
 - *Building the successful Board/Administrator relationship*
 - *Establishing an evaluation process that yields results*
 - *Interviewing for a Superintendent position*
 - *What Boards should consider when selecting a Superintendent*
 - *School district assessment*
 - *Effective hiring practices*
 - *Staff and organizational development*
 - *Recruiting, selecting and retaining excellent teachers*
 - *Enhancing school climate by shared decision making/dealing with special interest groups*
 - *Developing the compensation package or contract*

KEY ASSOCIATES FOR THE PROJECT

The following principal/project coordinators will be actively involved in working with the school district. The associates listed below will be assisting in recruitment, screening and background checks. The firm chooses various associates across the country to be sure that every region will be covered to recruit the best candidates for the Shelby County Schools. In addition, we have professional contacts throughout the Southern region and nationally. The following is only a partial list of associates who will be involved in the recruitment and screening of candidates. The firm will actually involve many more associates for the project.

Mr. Ryan M. Ray, President

President/Cedar Rapids, IA

Ryan is President of Ray and Associates, Inc. He supervises and oversees all searches conducted by the firm and will directly interact with the Shelby County Schools and any committee that may be established on all details of this search. He has an earned Master's degree from Lindenwood University in St. Louis and a Bachelor's degree from the University of Missouri in Columbia, Missouri.

Mr. Don Long

Regional Search Director/Hendersonville, TN

Don serves our firm as a Regional Search Director and will monitor and direct search team efforts as well as recruit and screen candidates. He has a Bachelor's degree in Communication/Business Administration from Western Kentucky University. He currently works as a Senior Project Manager for Sumner County Schools in Gallatin, Tennessee and served eight years on both the Tennessee School Board Association and Sumner County Board of Education in Tennessee.

Ms. Gloria Davis

Regional Search Associate/Chicago, IL

Gloria serves our firm as a Regional Search Associate, team member and background investigator and as such performs the recruiting and screening of candidates. She earned a Bachelor's degree in Elementary Education from Southern Illinois University and a Master's degree in Education Administration from Washington University. She also did her doctoral studies at Saint Louis University. In her 40+ years in education she served as a Teacher, Principal, Assistant Superintendent and Superintendent.

Ms. Mary Ronan

Regional Search Associate/Cincinnati, OH

Mary serves our firm as a Regional Search Associate, team member and background investigator and as such performs recruiting and screening of candidates. She has a Master's degree in Business Administration from Xavier University and retired as the Superintendent of Cincinnati Public Schools in 2017.

Dr. Mary Fasbender

Regional Search Director/St. Charles, IL

Mary serves our firm as a Regional Search Director, team member and background investigator and as such performs the recruiting and screening of candidates. She has an earned Doctorate in Education from Northern Illinois University and has over 40 years of experience in the education field having served as a Teacher, Assistant Principal, Assistant Superintendent and Superintendent in Illinois.

SUMMARY OF PROJECT ASSOCIATES

Dr. Roy Brooks
Little Rock, AR

Mr. Rick Mills
Chicago, IL

Dr. Jim Hager
Renton, WA

Mr. Ricardo Medina
Bridgeport, MI

Dr. Paige Fenton-Hughes
Douglas, WY

Dr. Carl Davis
Powder Springs, GA

Dr. Ann Schultz
Westminster, CO

Mr. Alvin Johnson
Sandy Springs, GA

Dr. Bob Mata
Cathedral City, CA

Dr. Lane Plugge
Council Bluffs, IA

Dr. Richard Christie
Council Bluffs, IA

Mr. Dale Caldwell
New Brunswick, NJ

Dr. James Davis
Plano, TX

Dr. Brenda Dietrich
Topeka, KS

Mr. Dale Monroe
Marion, IA

Dr. Tony Apostle
Fox Island, WA

Ms. Sandi Gero
Rock Hill, SC

Mr. Robert Alfaro
Hutto, TX

Dr. Bob Hammon
Sycamore, IL

Dr. Michael Rush
Lakewood, NJ

Dr. Tom Williams
Scottsdale, AZ

Ms. Linda Brock
Packwood, IA

Other associates throughout the country will be actively recruiting, screening, and investigating finalist candidates.

REFERENCES

We have chosen several clients from our past and recent search list to demonstrate that we have been successful in various geographic locations.

SCHOOL DISTRICT	LOCATION	CONTACT PERSON	TITLE OF CONTACT	PHONE NUMBERS/ E-MAIL
Fort Worth Independent School District	Fort Worth, TX	Jacinto Ramos Jr.	Former Board President	Work: 817-814-1920 Jacinto.Ramos@fwisd.org
The School District of Palm Beach County	West Palm Beach, FL	Sandra Gero	Former HR	Cell: 561-386-5141 gerosan13@icloud.com
Northshore School District	Bothell, WA	Amy Cast	Former Board President	Cell: 206-601-7909 Sbdistrict5@nsd.org
Olathe Public Schools	Olathe, KS	Rick Schier	Former Board President	Home: 913-530-3644 rickschierboe@gmail.com
Maury County Public Schools	Columbia, TN	Jim Morrison	Former Board President	Wk: 615-350-7637 Cell: 931-446-2438 jement@cpws.net

This is not a complete list, and more references can be provided upon request.



Our people make
the difference

Financial Statement 12-31-2018 Ray and Associates, Inc.

ASSETS	Beginning of Tax Year		End of Tax Year	
	(a)	(b)	(c)	(d)
1. Cash		47,924		82,308
2a. Trade notes and accounts receivable	81,293		38,692	
2b. Less Allowance for bad debts		115,623		60,410
3. Inventories				
4. U.S. Government obligations				
5. Tax-exempt securities				
6. Other Current assets (attached schedule)				
7. Loans to shareholders		496,756		610,500
8. Mortgage and real estate loans				
9. Other investments (attached schedule)				
10a. Building and other appreciable assets				
10b. Less accumulated depreciation	60,072	44,040	60,421	52,320
11a. Depreciable assets				
11b. Less accumulated depletion				
12. Land (net of any amortization)				
13a. Intangible assets (amortizable only)				
13b. Less accumulated amortization				
14. Other assets (attached schedule)				
15. Total Assets		704,343		805,538
LIABILITIES AND SHAREHOLDERS' EQUITY				
16. Accounts Payable		89,716		41,622
17. Mortgages, notes, bonds payable in less than 1 year				
18. Other Current Liabilities		268,867		275,308
19. Loans from Shareholders				
20. Mortgages, notes, bonds payable in 1 year or more		54,733		43,820
21. Other liabilities (attached schedule)				
22. Capital Stock		5,782		23,488
23. Additional Paid-in capital		122,292		
24. Retained earnings		162,953		421,300
25. Adjustments to shareholders equity (attached schedule)				
26. Less cost of treasury stock				
27. Total Liabilities and shareholders' equity		704,343		805,538



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Financial Statement 12-31-2017 Ray and Associates, Inc.

ASSETS	Beginning of Tax Year		End of Tax Year	
	(a)	(b)	(c)	(d)
1. Cash		18,424		47,924
2a. Trade notes and accounts receivable	78,963		81,293	
2b. Less Allowance for bad debts		86,123		115,623
3. Inventories				
4. U.S. Government obligations				
5. Tax-exempt securities				
6. Other Current assets (attached schedule)				
7. Loans to shareholders		484,912		496,756
8. Mortgage and real estate loans				
9. Other investments (attached schedule)				
10a. Building and other appreciable assets				
10b. Less accumulated depreciation	57,742	14,589	60,072	44,040
11a. Depreciable assets				
11b. Less accumulated depletion				
12. Land (net of any amortization)				
13a. Intangible assets (amortizable only)				
13b. Less accumulated amortization				
14. Other assets (attached schedule)				
15. Total Assets		604,048		704,343
LIABILITIES AND SHAREHOLDERS' EQUITY				
16. Accounts Payable		70,049		89,716
17. Mortgages, notes, bonds payable in less than 1 year				
18. Other Current Liabilities		249,200		268,867
19. Loans from Shareholders				
20. Mortgages, notes, bonds payable in 1 year or more		35,066		54,733
21. Other liabilities (attached schedule)				
22. Capital Stock		38,22		5,782
23. Additional Paid-in capital		102,625		122,292
24. Retained earnings		143,286		162,953
25. Adjustments to shareholders equity (attached schedule)				
26. Less cost of treasury stock				
27. Total Liabilities and shareholders' equity		604,048		704,343



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Financial Statement 12-31-2016 Ray and Associates, Inc.

ASSETS	Beginning of Tax Year		End of Tax Year	
	(a)	(b)	(c)	(d)
1. Cash		11,716		18,424
2a. Trade notes and accounts receivable	76,324		78,963	
2b. Less Allowance for bad debts		76,324		86,123
3. Inventories				
4. U.S. Government obligations				
5. Tax-exempt securities				
6. Other Current assets (attached schedule)				
7. Loans to shareholders		459,504		484,912
8. Mortgage and real estate loans				
9. Other investments (attached schedule)				
10a. Building and other appreciable assets				
10b. Less accumulated depreciation	52,575	11,209	57,742	14,589
11a. Depreciable assets				
11b. Less accumulated depletion				
12. Land (net of any amortization)				
13a. Intangible assets (amortizable only)				
13b. Less accumulated amortization				
14. Other assets (attached schedule)				
15. Total Assets		558,753		604,048
LIABILITIES AND SHAREHOLDERS' EQUITY				
16. Accounts Payable		60,250		70,049
17. Mortgages, notes, bonds payable in less than 1 year				
18. Other Current Liabilities		238,942		249,200
19. Loans from Shareholders				
20. Mortgages, notes, bonds payable in 1 year or more		26,308		35,066
21. Other liabilities (attached schedule)				
22. Capital Stock		2,000		3,822
23. Additional Paid-in capital		99,033		102,625
24. Retained earnings		132,220		143,286
25. Adjustments to shareholders equity (attached schedule)				
26. Less cost of treasury stock				
27. Total Liabilities and shareholders' equity		558,753		604,048

LITIGATION RESPONSE

Ray and Associates, Inc. has not been involved in any litigation with any of our clients within the last five years.

There are no judgments, claims, arbitration proceedings or suits pending or outstanding against Ray and Associates or its officers.

Ray and Associates, Inc., or any principals, has not been involved in any litigation or arbitration in the past five (5) years.

Ray and Associates, Inc. or any owner, principal, partner or manager, is not involved or aware of any pending litigation regarding professional misconduct, bad faith, discrimination or sexual harassment.

Ray and Associates, Inc., or any owner or principal, is not involved or aware of any pending disciplinary action and/or investigation conducted by any local, state or federal agency.

There are no judgments, claims, arbitration proceedings or suits pending or outstanding against Ray and Associates or its officers. Ray and Associates, Inc., or any principals, has not been involved in any litigation or arbitration in the past ten (10) years.

CONSULTANT SERVICES PROVIDED FOR THE SHELBY COUNTY SCHOOLS

THE CONSULTANT WILL:

STAGE 1 - BOARD INPUT AND PREPARATION

1. Customize the search process to meet the needs and expectations of the Shelby County Schools.
2. Conduct individual Board member interviews to assess the Board's priorities, goals and objectives to aid in the development of the criteria and qualifications for the Superintendent position.
3. Work with the Board to establish a timeline that lists each step in the search process.
4. Discuss with the Board the requirements and salary range for the Superintendent position.
5. Work with the Shelby County Schools staff and those selected by the Board in the development of an accurate informational flyer and online application form. If desired, our office staff has the experience and capability to create the District's promotional flyer.

STAGE 2 - PROFILE DEVELOPMENT AND PROCESS

6. If desired, provide a proven consensus building mechanism for obtaining input from various constituencies, staff members, other stakeholders and the Board. In addition, our firm has the resources to offer an online survey option in many languages at no additional fee. We will provide a link to the survey to post on the District's website. The consultants will receive and organize all input data and then report the results to the Board.
7. Provide the Board with cost saving options to minimize expenses by utilizing Skype, conference calls or gotomeetings to reduce paper copies, travel expenses and shipping costs.
8. Develop all required forms for the application and screening process.

STAGE 3 - RECRUITING AND SCREENING

9. Conduct all aspects of the recruitment process on a statewide, regional and national basis as follows:
 - Notify all associates to actively recruit potential candidates.
 - Contact individuals in our firm's database whose interests match District criteria.
 - Actively recruit applications from qualified individuals.
 - Solicit nominations from knowledgeable people in the profession.
 - Contact other professional consultants in private and public sectors.
 - Discuss with all candidates the District's characteristics and the Board of Education's profile and criteria for the new Superintendent position.
 - Advertise nationally in the following as selected by the Board: AASA Website, Education Week Newspaper and Website, Ray and Associates Website, the Tennessee School Administrators and Tennessee School Boards Publications, The School Administrator Publication, Executives Only Website, the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE) and other publications selected by the Board.

STAGE 3 - RECRUITING AND SCREENING – CONTINUED

10. Develop and manage the candidate screening process. All applicants are screened from the perspective of a viable match with District criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with District expectations. Those who emerge successfully from this screening are deemed viable candidates.
11. Check references provided and conduct additional background investigation of top candidates. Our firm interviews each viable candidate that meets Board criteria and verifies their qualifications and experience. Our background research team then conducts extensive investigations on those individuals. The investigations go well beyond listed references and their current position. A complete check of a candidate's work history is also completed utilizing online resources such as Google, Yahoo, Facebook, Twitter and other social media sources as well as checking for blogs.

STAGE 4 - CANDIDATE PRESENTATION

12. Provide the Board with an opportunity to observe each top candidate interviewed with questions specifically designed by Ray and Associates, Inc. through video technology. This will allow Board members to get a better perspective of each candidate in order to determine which candidates to interview. By offering this opportunity, this will save the Board members on expenses and their time.
13. Provide an impartial and objective consensus building matrix instrument developed by Ray and Associates to assist the Board in determining the finalists for an interview. We have been extremely effective working with Boards who are divided on issues and candidates.
14. Assist the Board in establishing the interview format and in developing interview questions.
15. Determine and coordinate constituent and staff involvement in the interview process, if desired by the Board.
16. Help arrange the details of interviews for leading candidates.
17. Provide the Board with criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees for the top (2-3) candidates at no additional fee.
18. Coordinate with the Shelby County Schools Business Office the procedure for reimbursement of candidate's expenses.

STAGE 5 - SELECTION OF FINALIST AND FUTURE PLANNING

19. Assist District legal staff in negotiating the contract with the successful candidate at no additional cost to the District.
20. After the appointment, dispose of the files and send appropriate communications to the candidates not interviewed by the Board.
21. If desired, assist the District in preparing a press release, upon request, announcing the appointment of the new Superintendent.
22. Provide the Board with a report of the Board Self-Assessment Survey Results at no additional cost.

The Superintendent search services and process provided above can be adjusted to meet the specific needs of the Shelby County Schools.

WORKING WITH BOARD THROUGH EACH STAGE OF SEARCH

Stage One is Board Input and Preparation. The firm will meet with each Board member individually to obtain input for the profile development and meet with the entire Board to set the timeline for the search, finalize procedures and services desired by the Board, establish the Board contact person(s), discuss the application process, set the advertising and determine the salary.

Stage Two is the Profile Development and Process. Our firm takes the development of the profile very seriously. We will meet with employees and stakeholders as identified by the Board. We also will hold morning and evening open forums to collect input from the community. The purpose of the interviews and meetings are to gather and organize information that will contribute to the development of an accurate profile for the position. The Board will have the opportunity to review our recommendations and make the final decision on the desired profile.

Stage Three of the process is Recruiting and Screening. The firm's dialogue with constituents and interviews with individual Board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and screening of applicants.

Stage Four is Candidate Presentation. Ray and Associates will bring before the Board 8-12 top candidates for their consideration. Board members will have the opportunity to not only review the application packet submitted by each top candidate but they will also have the opportunity to observe each top candidate interviewed with questions specifically designed to the search through video technology. This will allow Board members to get a better perspective of each candidate in order to determine which candidates to interview. In addition to the top candidate packets provided to the Board, we will have available to the Board each and every completed file for their perusal if they so choose.

Upon the completion of the review, Board members will be asked to individually complete a matrix which allows them to assess each top candidate against the others. The Ray and Associates representative will then provide the Board with a summary of the individual Board responses. This summary assists the Board members in reaching consensus on which candidates are worthy of an interview. Following these steps ensures that all Board members have an equal opportunity to be involved in the selection process. Ray and Associates will assist the Board in establishing the interview format and in developing interview questions.

Stage Five is the Selection of the Finalist and Future Planning. At the conclusion of the last interview, the representative from Ray and Associates will once again be onsite to lead the Board through a similar consensus building activity which has proven to be very successful in assisting Board members to reach a final determination of their finalist(s). It is also requested by some of our client school boards that the top two (sometimes three) finalists are brought back to the District for an open forum with the public. We provide a proven process for this as well that includes a moderator. Questions from the audience are submitted in writing to ensure that the candidates are only asked about legitimate issues related to the position.

We believe strongly that this process allows the final selection of candidates to be in the control of the Board. When Boards are provided with a limited number of candidates from whom to consider, the Board has only limited involvement in the search process. Through the outstanding discussions fostered by the consensus building instrument provided by Ray and Associates, Board members have overwhelmingly been appreciative of their strong involvement.

SHELBY COUNTY SCHOOLS

SUPERINTENDENT SEARCH *SUGGESTED* PROCESS AND TIMELINE

Items highlighted in yellow indicate an in-person meeting with the consultant(s)

DATE

Stage 1 Board Input & Preparation

- _____ Consultant planning meeting with the Board and individual Board member interviews. *(Time: TBD)* (option to conduct via Skype, conference call or gotomeetings.com)
- _____ Begin preparing information for the District promotional flyer and online application form with the District liaison representative(s).
- _____ Notify all associates and other professional contacts of vacancy.
- _____ Contact constituents and stakeholders for input meetings on _____.

Stage 2 Profile Development & Process

- _____ Online survey link, for input on developing the profile, available on District website from _____ to _____.
- _____ Meetings with constituent and stakeholder group representatives.
- _____ 8 a.m. deadline for survey/input from constituents, stakeholders and Board members, including online survey.
- _____ Promotional flyer draft due.
- _____ Board to finalize Superintendent profile for the promotional flyer and online application form. *(Time: TBD)* (option to conduct via Skype, conference call or gotomeetings.com)

Stage 3 Recruiting & Screening

- _____ Print promotional flyer. Forward to consultant.
- _____ E-mail promotional flyer and online application instructions to interested candidates.
- _____ Deadline for all application materials. (*See note below.)

Stage 4 Candidate Presentation

- _____ Consultant develops and finalizes interview questions and procedures with the Board. Top candidates are presented to the Board and consultant assists the Board in selecting finalists for the interviews. If desired by the Board, consultant will meet with constituents and staff interview group(s) to discuss their roles. *(Time: TBD)*
- _____ Interview candidates (1st round).
- _____ Meeting with consultant following the last interview. *(Time: TBD)*
- _____ Interview finalist candidates (2nd round). *(Optional)*
- _____ Final meeting with consultant following the last interview. *(Time: TBD)* (option to conduct via Skype, conference call or gotomeetings.com)
- _____ Consultant will discuss contract terms with the finalist.
- _____ Offer the contract.
- _____ Press release of new Superintendent.
- _____ Board Self-Assessment Survey Results presented to the Board.

***All applications will be reviewed. Materials received after the closing date may be given full consideration depending upon the number of applications received and other factors.**

(Actual dates to be determined in the first meeting with the Board.)

BUILDING THE PROFILE

Ray and Associates, Inc. firmly believes in parent, staff and community participation, especially in the development of an accurate profile for the position. Our firm takes developing the profile very seriously as the profile is the focal point of our recruitment efforts. We are eager to interview each Board member individually and visit with stakeholder groups who attend scheduled meetings. We will meet with any employees and other stakeholders as identified by the Board. Our firm also offers the opportunity for the community, staff and parents to participate in morning and evening forums that are organized to solicit input via the survey process and create dialogue by asking a series of questions related to the desired characteristics of the new Superintendent. The purpose of these meetings will be to educate them about the process as well as to gather and organize information that will contribute to the development of an accurate profile for the position.

In addition, for those stakeholders unable to attend scheduled meetings, our firm offers an online profile survey option with space for written comments/recommendations which is available in various languages at no additional fee. We will provide you with a link to place on the District website. Our office will maintain, collect and analyze all information received and include this in the report to the Board.

Our process consists of Q and A sessions and the administration of our own 33 Desirable Characteristics Survey. This is culminated in an open meeting report to the Board of our findings and recommendations. We will present a tabulated and analyzed graphic report in which Board members' and stakeholders' survey responses are reviewed looking for those characteristics chosen most in common by the various groups and indicate those recommended or those thought to be worthy of consideration. On some occasions, two of the items may be combined when they are closely related in context. Those items that seem to be important to some groups but not to others may be used in the recruitment of candidates and as questions during the interview process by the Board. At the encouragement of the consultants, many survey respondents will provide additional comments to the Board which are presented as a part of this report. Our dialogue with constituents and interviews with individual Board members, coupled with survey results, provide our firm with an accurate profile that is employed in the recruiting and careful screening of applicants. The characteristics most commonly selected will be used later in promotional materials.

INTERVIEW PROCESS – COMMUNITY INPUT

Boards that have chosen the option to involve the public and employees during the interview phase of the search have found that we have been very effective in organizing this part of the process. Serious candidates who submit to being interviewed by personnel other than the Board itself are prepared for this by our consultants. Participants in these groups are requested to complete a "Candidate Impressions" form that is duplicated for each Board member's review and are requested not to rank the candidates.

It is also requested by some of our client school Boards that the top two (sometimes three) finalists are brought back to the District for an open forum with the public. We provide a proven process for this as well that includes a moderator. Questions from the audience are submitted in writing to ensure that the candidates are only asked about legitimate issues related to the position.

RECRUITMENT

Ray and Associates, Inc. maintains a working relationship with key individuals at the college and university level along with other national public and private organizations for the purpose of recruiting outstanding candidates. However, we are not directly connected with any college, university or any other organization. This allows our firm to be extremely objective in the search process. We stay abreast of the performance of outstanding school administrators throughout the country, which has contributed to our high success rate.

Our firm maintains a very large pre-screened database of top candidates who are interested in new and challenging positions. The strengths and administrative skills of these potential candidates have been analyzed by the firm. However, it is important for our clients to know we are not a placement service that owes any favors to prospective candidates. Our professional objective is to aggressively recruit and advertise for the best candidate who meets the qualifications and characteristics of a Superintendent as set forth by the Board. Our recruitment process is very comprehensive, highlighted by the following steps:

- Largest recruiting network in the country
- Inform the firm's 160 associates of the position and seek recommendations
- Advertise in local, regional and national venues known for high readership by school leaders
- Consult our extensive database for precise matches between District and candidate profiles
- Aggressively recruit successful school leaders who are not currently seeking a new position to invite them to consider the Shelby County Schools position
- Contact other organizations at state, regional and national levels regarding the position
- Proactively seek out potential candidates at state and national conventions



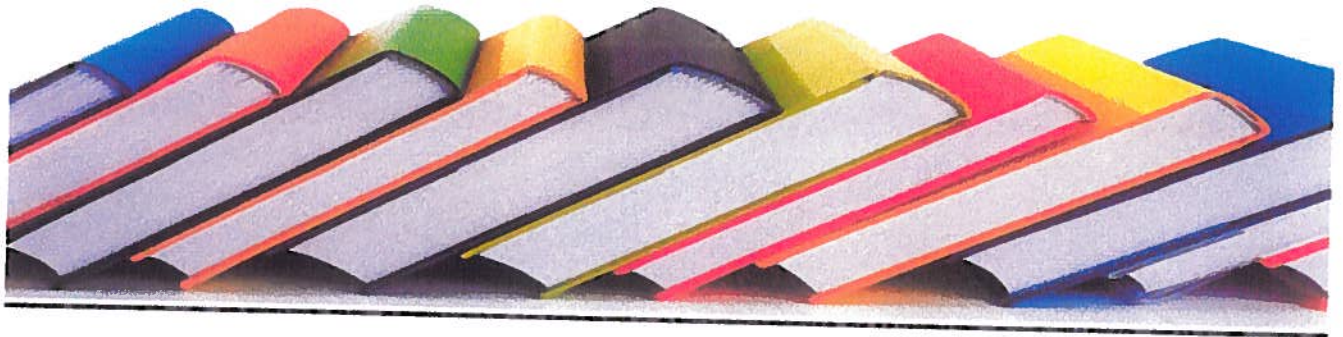
SCREENING, REFERENCE CHECKS, INTERVIEWS AND FINAL SELECTION

Once recruited, all applicants are screened from the perspective of a viable match with Board criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with Board expectations. Those who emerge successfully from this screening are termed viable candidates, and our background research team then conducts extensive background investigations and internet checks on those individuals. The investigations go well beyond listed references and their current position to include contacts with state associations and national leadership organizations such as American Association of School Administrators (AASA), Association of Latino Administrators and Superintendents (ALAS) and National Association of Black School Educators (NABSE). Our firm also checks current and past relationships with administrators and verifies candidate's education and work history utilizing multiple internet sites and social media feeds. We not only vet candidates extensively in their professional career, but it is also important for us to be familiar with their personal life as that can have an impact in their profession. The candidates who meet the qualifications selected by the Board become top candidates.

As part of the candidate presentation to the Board, Ray and Associates will bring before the Board 8-12 top candidates for the Board's consideration. Board members will have the opportunity to observe each top candidate interviewed with questions specifically designed to the Superintendent search through video technology. The Board will also have a chance to review the application packet submitted by each top candidate.

Upon the completion of the review, Board members will be asked to individually complete a matrix which allows them to assess each top candidate against the others. The Ray and Associates representative will then provide the Board with a summary of the individual Board responses. This summary assists the Board members in reaching consensus on which candidates are worthy of an interview. Following these steps ensures that all Board members have an equal opportunity to be involved in the selection process.

Ray and Associates will conduct criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees on the top 2-3 candidate(s) through an outside service at no additional cost.



MONITORING THE SEARCH PROCESS - CLIENT CHECKPOINTS

The Board's role is the most important one in the search process. Although we assist you in the process by actively recruiting, identifying and recommending qualified candidates, you alone will determine which candidate you will hire.

Our search process is set up in a manner that provides the Board with a continuous monitoring capability which features clearly defined checkpoints:

Timeline	•Establish a timeline for the process
Input	•Determine the input process
Qualifications	•Set the Superintendent qualifications
Flyers	•Review and approve informational flyers and application forms
Progress Reports	•Receive regular progress reports from the consultant
Interview Process	•Approve format and questions for the interview process
Candidates	•Select candidates for final interview
Hiring	•Hire the candidate
Contract	•Determine and approve the contract
Press Release	•Approve the press release

These check points assure that you know the progress of the search and have the information to be fully informed and in control of the search.

IDENTIFYING AND SCREENING QUALIFIED CANDIDATES

Once recruited, all applicants are screened from the perspective of a viable match with district criteria to determine their capabilities, strengths and weaknesses. The search team thoroughly reviews each file and seeks alignment of qualifications with district expectations. Those who emerge successfully from this screening are termed viable candidates, and our background research team then conducts extensive investigations on those individuals. The investigations go well beyond listed references and their current position to include contacts with state associations and national leadership organizations such as American Association of School Administrators (AASA), Association of Latino Administrators and Superintendents (ALAS) and National Association of Black School Educators (NABSE). Our firm also checks current and past relationships with administrators and verifies candidate's education and work history utilizing multiple internet sites and social media feeds. We not only vet candidates extensively in their professional career, but it is also important for us to be familiar with their personal life as that can have an impact in their profession. The candidates who meet the qualifications selected become semi-finalists, and we will provide a detailed written Candidate Report for each of them for the superintendent and board's review.

RESPONSIBILITIES OF FIRM AND BOARD THROUGH EACH STAGE

The Board will be involved in each phase of the search process.

	Ray and Associates, Inc.	Board
Stage One: Board Input and Preparation	<ul style="list-style-type: none"> • Meet with the Board members individually to obtain input for profile development. • Meet with entire Board to set timeline, finalize procedures and services desired, establish Board contact person, discuss application process, set advertising and determine salary. 	<ul style="list-style-type: none"> • Provide individual input for the profile development. • Set the timeline, finalize procedures and services desired, provide Board contact person, set advertising and salary.
Stage Two: Profile Development and Process	<ul style="list-style-type: none"> • Meet with employees and stakeholders as identified by Board. • Hold morning and evening open forums to collect community input. 	<ul style="list-style-type: none"> • Review and make the final decision on the desired profile. • Review and approve flyers and application forms.
Stage Three: Recruiting and Screening	<ul style="list-style-type: none"> • Advertising and recruitment of candidates for position. • Screening of the candidates to bring forward the candidates that match the Board's criteria. 	
Stage Four: Candidate Presentation	<ul style="list-style-type: none"> • Bring forward 8-12 top candidates for Board consideration. • Provide a matrix to assess the top candidates. • Provide a summary of the individual Board responses. • Assist in establishing interview format and interview questions. 	<ul style="list-style-type: none"> • Review application packets. • Review video interviews. • Complete a matrix to assess the top candidates.
Stage Five: Selection of Finalist and Future Planning	<ul style="list-style-type: none"> • Lead the Board through a consensus building activity to reach determination of finalists. 	<ul style="list-style-type: none"> • Determination of finalists.

SHELBY COUNTY SCHOOLS

SUPERINTENDENT SEARCH *SUGGESTED* PROCESS AND TIMELINE

Items highlighted in yellow indicate an in-person meeting with the consultant(s)

DATE

Stage 1 Board Input & Preparation	_____	Consultant planning meeting with the Board and individual Board member interviews. <i>(Time: TBD)</i> (option to conduct via Skype, conference call or gotomeetings.com)
	_____	Begin preparing information for the District promotional flyer and online application form with the District liaison representative(s).
	_____	Notify all associates and other professional contacts of vacancy.
	_____	Contact constituents and stakeholders for input meetings on _____.
Stage 2 Profile Development & Process	_____	Online survey link, for input on developing the profile, available on District website from _____ to _____.
	_____	Meetings with constituent and stakeholder group representatives.
	_____	8 a.m. deadline for survey/input from constituents, stakeholders and Board members, including online survey.
	_____	Promotional flyer draft due.
Stage 3 Recruiting & Screening	_____	Board to finalize Superintendent profile for the promotional flyer and online application form. <i>(Time: TBD)</i> (option to conduct via Skype, conference call or gotomeetings.com)
	_____	Print promotional flyer. Forward to consultant.
	_____	E-mail promotional flyer and online application instructions to interested candidates.
	_____	Deadline for all application materials. (*See note below.)
Stage 4 Candidate Presentation	_____	Consultant develops and finalizes interview questions and procedures with the Board. Top candidates are presented to the Board and consultant assists the Board in selecting finalists for the interviews. If desired by the Board, consultant will meet with constituents and staff interview group(s) to discuss their roles. <i>(Time: TBD)</i>
	_____	Interview candidates (1 st round).
	_____	Meeting with consultant following the last interview. <i>(Time: TBD)</i>
Stage 5 Selection of Finalist & Future Planning	_____	Interview finalist candidates (2 nd round). <i>(Optional)</i>
	_____	Final meeting with consultant following the last interview. <i>(Time: TBD)</i> (option to conduct via Skype, conference call or gotomeetings.com)
	_____	Consultant will discuss contract terms with the finalist.
	_____	Offer the contract.
	_____	Press release of new Superintendent.
	_____	Board Self-Assessment Survey Results presented to the Board.

***All applications will be reviewed. Materials received after the closing date may be given full consideration depending upon the number of applications received and other factors.**

(Actual dates to be determined in the first meeting with the Board.)

GENERAL PROVISIONS

CONFIDENTIALITY

The nature of our work and our ability to carry out our responsibility to you is directly related and dependent upon our present and past experience in providing similar services to others. *The firm will preserve the confidential nature of any information which becomes available to the firm resulting from the services rendered to the Board.*

As our client, you also need to maintain the confidentiality of information provided by Ray and Associates, Inc.

FOLLOW-UP AFTER THE SEARCH:

BOARD SELF-ASSESSMENT SURVEY

FOCUS ON FUTURE PLANNING

Included in the base fee, the consultants from Ray and Associates, Inc. will spend time with the Board reflecting upon current Board governance procedures. In respect to governance and District initiatives, we have found that there is really no better time than very early in the tenure of a new Superintendent to assess issues and expectations.

ROUND 1: At the conclusion of the search, we will provide the Board with a link to an online survey concerning current District governance practices as well as key District challenges and opportunities for improvement. Assessment results are then analyzed and shared with the Board and the new Superintendent. The results can be emailed, presented in-person or via Skype.

ROUND 2: About six months after the new Superintendent begins, we will provide the survey again to be completed by the current Board and the Superintendent. As in round one, at no cost to the District, the results will be analyzed and shared with the Board and Superintendent to assist with teambuilding every year thereafter as long as that Superintendent is in tenure.

Through the aforementioned process, we are afforded an in-depth view of your school district. As part of our presentation, we will also provide insight and suggestions for organizational improvements. Ray and Associates has developed several training/workshops targeted at increasing organizational performance and efficiency which may be of interest to your school district at this time of significant leadership transition. Our firm belief is the workshops/training can increase the effectiveness of both the Board and Superintendent, enhance their relationship, and provide for an optimum learning environment to improve student achievement.

SATISFACTION GUARANTEED

We provide a termination provision in our contractual agreement with the Shelby County Schools. If the Shelby County Schools or Ray and Associates, Inc. terminate this agreement, the Shelby County Schools will be charged only for the work performed and expenses incurred up to the date of termination.

If the Board is dissatisfied with the new Superintendent within two years from the date of employment of the Superintendent and if either party dissolves that relationship by resignation or termination within a two-year period of the initial employment, the firm of Ray and Associates, Inc. will conduct a new Superintendent search at no cost to the District, except for expenses.

ALL EXECUTIVE SEARCH FIRMS ARE NOT THE SAME!

Ray and Associates, Inc.

THE CLEAR DIFFERENCE...

- ✓ We customize every search to meet the specific needs of our clients.
- ✓ We have the largest professional recruiting network in the country.
- ✓ We have a highly qualified, full-time staff that is readily accessible to respond to both clients and candidates.
- ✓ We maintain a large, prescreened database of traditional and non-traditional candidates from across the country.
- ✓ We aggressively recruit candidates who closely match the District profile.
- ✓ We provide an attractive, user-friendly and informative website that allows candidates to access application materials on-line.
- ✓ We receive more applications than any search firm in the nation.
- ✓ We interview each individual Board member in order for them to provide information and insight into the development of the profile characteristics for the position.
- ✓ We collect and organize community and staff input when desired by the Board and provide a report that is highly useful in establishing the position criteria. In addition, our firm offers an online survey in various languages and will provide a link to the survey to post on the District's website.
- ✓ We offer the option to have our office design and develop the promotional application and flyer for the position.
- ✓ We have the most complete and comprehensive investigative system to assure our clients of candidate quality.
- ✓ We have a unique and successful consensus building process for Boards who may be split on candidates or other issues.
- ✓ We have been highly successful in providing a large diverse pool of candidates in all of our searches.
- ✓ We provide an in-depth candidate video interview to the Board.
- ✓ We provide criminal, civil litigation, social security, motor vehicle record checks and verification of educational degrees for the top (2-3) candidates at no additional fee.
- ✓ We provide a two-year guarantee clause in our contract with our clients.
- ✓ We provide a service to our clients after the Superintendent is hired to ensure a smooth transition and to establish realistic expectations at the outset.

HISTORY AND OVERVIEW OF THE ORGANIZATION

PROFILE OF THE FIRM

Ray and Associates, Inc. is a professional organization that specializes in school executive leadership searches. The firm has been in the school executive search business since 1975 (44 years) and has established an outstanding reputation. The firm has been recognized by *The School Administrator* journal as one of the top search firms in the country. Our professional consultants, including women and minorities, are persons with long-term experience in the school executive search field, with extensive backgrounds as school administrators, business executives, school board members, university professors and attorneys.

Ray and Associates, Inc. is an independent and objective firm that does not accept placement fees from any candidate. We have designed a highly effective procedure that allows us to impartially assist schools in selecting the best individual for their particular needs.

In addition to our corporate office located in Cedar Rapids, Iowa, we have a National Executive Director, eight (8) Regional Search Directors and over one hundred sixty (160) Associates located throughout the country. Therefore, distance is not a factor to our firm when meeting with our clients.

The corporate office also maintains a full-time administrative staff to assist in the executive search business.

Our firm has exhibited at the National School Boards Association (NSBA), National Association of Secondary School Principals (NASSP), the American Association of School Administrators (AASA), the Association of Latino Administrators and Superintendents (ALAS) and the National Alliance of Black School Educators (NABSE), as well as other professional organizations, for over forty (40) years. Exhibiting and presenting at these state and national organizations allows the firm to meet and recruit outstanding administrators for our clients. We also have associates who are affiliated with the Council of Great City Schools, Urban Superintendents Association of America, the Association of Latino Administrators and Superintendents (ALAS), National Alliance of Black School Educators (NABSE), as well as other professional organizations.

Exhibiting at state and national conventions allows the firm to meet and recruit outstanding administrators for our client districts. As a result, Ray and Associates has access to the most comprehensive pool of candidates of any executive search firm in the country.

It is only a matter of reality that outstanding administrators already have good jobs and need to be recruited. We are familiar with Shelby County Schools as we previously assisted with the State Superintendent search in 2008 placing Dr. Kriner Cash. We are familiar with the Council of Great City Schools as we are recently conducted the successful Superintendent searches for Bridgeport Public Schools, Connecticut; Cincinnati Public Schools, Ohio; Hawaii State Department of Education, Hawaii; Detroit Public Schools Community District, Michigan; and Saint Paul Public Schools, Minnesota. We previously assisted Dallas ISD, Austin ISD, El Paso ISD and Fort Worth ISD, Texas; Albuquerque Public Schools, New Mexico; Anchorage School District, Alaska; Baltimore City Public Schools, Maryland; Birmingham City Schools, Alabama; Indianapolis Public Schools, Indiana; Boston Public Schools, Massachusetts; Sacramento City Unified School District and Oakland Unified School District, California; Jackson Public Schools, Mississippi; Duval County Public Schools, Broward County Public Schools and The School District of Palm Beach County, Florida; Seattle Public Schools, Washington; Norfolk Public Schools, Virginia; Kansas City Public Schools, Missouri; Des Moines Public Schools, Iowa; Milwaukee Public Schools, Wisconsin; Omaha Public Schools, Nebraska; Rochester City Schools, New York; Oklahoma City Public School District, Oklahoma; Gilford County Schools and Charlotte-Mecklenburg Schools, North Carolina with their educational leadership searches (a complete list of firms history is available upon request).

We are currently assisting Waxahachie Independent School District, Texas; Baltimore County Public Schools, Maryland; Granite Falls School District and Everett Public Schools, Washington; Hood River County School District, Oregon; Missoula County Public Schools, Montana; Berlin Area School District, Wisconsin; Michigan Department of Education, Michigan; Wayne Community School District and Benton Community School District, Iowa; and many others across the nation (complete list available upon request).

Our network and recruiting efforts are second to none. We bring a wealth of experience and knowledge to your District focused upon our goal to make the selection process professional, efficient and successful so we can state, without reservation, that you will be quite pleased with our services.

Superintendent Searches Within the Last 5 Years

District	District Size	Year of Search
Berlin Area School District Berlin, WI	1,600	Current
Butler School District 53 Oak Brook, IL	530	Current
Cleveland Heights-University Heights City School District University Heights, OH	5,200	Current
Colfax-Mingo Community School District Colfax, IA	770	Current
Colorado School for the Deaf and Blind Colorado Springs, CO	205	Current
Michigan DOE Lansing, MI	Statewide	Current
Paradise Valley Unified School District Phoenix, AZ	31,500	Current
School District of Beloit Beloit, WI	7,000	Current
Shaker Heights City Schools Shaker Heights, OH	5,200	Current
Waxahachie Independent School District Waxahachie, TX	8,500	Current
Greenwich Public Schools Greenwich, CT	9,000	2019
Westside Community Schools Omaha, NE	6,125	2019
Alabama DOE Montgomery, AL	Statewide	2018
Ames Community School District Ames, IA	4,400	2018
Boulder Valley School District Boulder, CO	30,000	2018
Clark County School District Las Vegas, NV	324,100	2018
College Community School District Cedar Rapids, IA	5,170	2018
Colorado Springs School District 11 Colorado Springs, CO	27,940	2018
Dickinson Public Schools Dickinson, ND	3,520	2018
Douglas County School District Douglas, CO	66,700	2018
Fargo Public Schools Fargo, ND	11,285	2018

Fremont-Mills Community Schools District and Stanton Community Schools Tabor and Stanton, IA	720	2018
Geary County Schools USD 475 Junction City, KS	8,020	2018
Hazel Crest School District 152 ½ Hazel Crest, IL	1,020	2018
Interstate 35 Community School District Truro, IA	935	2018
Kansas City Kansas Public Schools Kansas City, KS	22,050	2018
Lake Oswego School District Lake Oswego, OR	7,100	2018
Lake Washington School District Lake Washington, WA	27,900	2018
Lawrence Public Schools Lawrence, KS	11,700	2018
Lynchburg City Schools Lynchburg, VA	8600	2018
North Iowa Community School District Buffalo Center, IA	525	2018
Omaha Public Schools Omaha, NE	51,930	2018
Oshkosh Area School District Oshkosh, WI	9,875	2018
Oskaloosa Community School District Oskaloosa, IA	2,520	2018
Palos Verdes Peninsula Unified School District Palos Verdes Estates, CA	11,500	2018
Paterson Public Schools Paterson, NJ	28,000	2018
Pittsburg School District Pittsburg, KS	3,050	2018
Pulaski County Special School District Pulaski, AR	17,260	2018
Rock Island-Milan School District #41 Rock Island, IL	6,770	2018
Saydel Community School District Des Moines, IA	1300	2018
Seattle Public Schools Seattle, WA	52,835	2018
Shawnee Mission School District Shawnee Mission, KS	27,500	2018
Sheridan School District Sheridan, CO	1,530	2018
Snoqualmie Valley School District Snoqualmie, WA	6,900	2018

Tangipahoa Parish School District Amite, LA	19,600	2018
Waterbury Public Schools Waterbury, CT	18,785	2018
Woodland Hills School District North Braddock, PA	3,800	2018
Atlantic Community School District Atlantic, IA	1,524	2017
Bellevue School District Bellevue, WA	19,153	2017
Bridgeport Public Schools Bridgeport, CT	20,753	2017
Cincinnati Public Schools Cincinnati, OH	32,500	2017
Council Bluffs Community School District Council Bluffs, IA	9,605	2017
Deer Valley Unified School District Phoenix, AZ	33,795	2017
Detroit Public Schools Community District Detroit, MI	47,300	2017
Dover School District Dover, NH	3,820	2017
Ecorse School District Ecorse, MI	1,030	2017
Greenwich Public Schools Greenwich, CT	9,000	2017
Gresham-Barlow School District Gresham, OR	12,200	2017
Hawaii Department of Education Honolulu, HI	182,384	2017
Howard-Winneshiek Community School District Cresco, IA	1,330	2017
Jeffco Public Schools Golden, CO	86,600	2017
Lakeville Area School District Lakeville, MN	11,000	2017
Lewisburg Area School District Lewisburg, PA	1,904	2017
Mercer Island School District Mercer Island, WA	4,450	2017
Mount Vernon Community School District Mount Vernon, IA	1,125	2017
Poway Unified School District Poway, CA	35,498	2017
Roosevelt Elementary School District Phoenix, AZ	9,620	2017

Savannah-Chatham County Public School System Savannah, GA	38,125	2017
Teaneck Public Schools Teaneck, NJ	3,820	2017
Trenton Public Schools Trenton, NJ	10,388	2017
Vermillion School District Vermillion, SD	1,200	2107
Williston Public Schools Williston, ND	3,545	2017
Anchorage School District Anchorage, AK	48,159	2016
Bellevue Public Schools Bellevue, NE	10,000	2016
Cotter Public School District Cotter, AR	691	2016
East Orange School District East Orange, NJ	9,465	2016
Fort Smith Public Schools Fort Smith, AR	14,702	2016
Grinnell-Newburg Community School District Grinnell, IA	1,735	2016
Joliet Public Schools Joliet, IL	11,977	2016
Joplin Schools Joplin, MO	7,785	2016
Kansas City Public Schools Kansas City, MO	16,832	2016
Lake County Schools Tavares, FL	41,794	2016
Northeast Community School District Goose Lake, IA	569	2016
Northshore School District Bothell, WA	21,000	2016
Norwalk Community School District Norwalk, IA	2,651	2016
Olathe Public Schools Olathe, KS	29,080	2016
Riverside Community School District Carson, IA	784	2016
Rogers Public Schools Rogers, AR	15,094	2016
Topeka Public Schools Topeka, KS	14,079	2016
Austin Independent School District Austin, TX	85,400	2015

Benton Area School District Benton, PA	700	2015
Brevard Public Schools Viera, FL	72,519	2015
Brookings School District #5-1 Brookings, SD	3,284	2015
Burlington School District Burlington, VT	3,958	2015
Daniel Boone Area Public School District Birdsboro, PA	3,737	2015
Federal Way Public Schools Federal Way, WA	22,279	2015
Fort Worth Independent School District Fort Worth, TX	84,588	2015
Kent Public Schools Kent, WA	27,160	2015
Lewisville Independent School District Lewisville, TX	52,801	2015
Los Alamos Public Schools Los Alamos, NM	3,500	2015
Manitowoc Public Schools Manitowoc, WI	5,448	2015
Marion Independent School District Marion, IA	1,934	2015
Maury County Public Schools Columbia, TN	11,969	2015
Mountain Home Public Schools Mountain Home, AR	4,061	2015
Plano Independent School District Plano, TX	54,822	2015
San Ysidro School District San Ysidro, CA	5,235	2015
School District of Lancaster Lancaster, PA	3,162	2015
School District of Palm Beach County West Palm Beach, FL	176,901	2015
Solon Community School District Solon, IA	1,306	2015
Albany Unified School District Albany, CA	3,807	2014
Amityville Union Free School District Amityville, NY	2,847	2014
Anne Arundel County Public Schools Annapolis, MD	75,481	2014
Baltimore City Public Schools Baltimore, MD	82,128	2014

Blaine County Public Schools Hailey, ID	3,197	2014
Burlington Community School District Burlington, IA	4,707	2014
Columbus Municipal School District Columbus, MS	4,616	2014
Durham Public Schools Durham, NC	32,263	2014
Emery Unified School District Emeryville, CA	777	2014
Fairfield Community School District Fairfield, IA	1,715	2014
Grundy Center Community School District Grundy Center, IA	625	2014
Hartford City Public Schools Hartford, CT	21,021	2014
Indianola Community School District Indianola, IA	3,397	2014
Interstate-35 Community School District Truro, IA	945	2014
Johnston Community School District Johnston, IA	6,284	2014
Juneau School District Juneau, AK	5,094	2014
Lake Forest School District Felton, DE	4,000	2014
Medford School District 549C Medford, OR	12,680	2014
School District of the Menomonie Area Menomonie, WI	3,330	2014
Millville School District Millville, PA	708	2014
North Scott Community School District Eldridge, IA	3,089	2014
Port Angeles School District Port Angeles, WA	3,890	2014
Salem-Keizer School District 24J Salem, OR	40,403	2014
Wissahickon School District Ambler, PA	4,428	2014
Wyandanch Union Free School District Wyandanch, NY	2,043	2014
Ann Arbor Public Schools Ann Arbor, MI	16,764	2013
Beaufort County School District Beaufort, SC	19,200	2013

Berkeley Unified School District Berkeley, CA	9,227	2013
Bradley-Bourbonnais CHSD No. 307 Bradley, IL	2,114	2013
Camden City Public Schools Camden, NJ	12,500	2013
School District of Cheltenham Township Elkins Park, PA	4,264	2013
Des Moines Public Schools Des Moines, IA	31,000	2013
East Aurora School District 131 Aurora, IL	14,000	2013
Gilbert Public Schools Gilbert, AZ	35,004	2013
Glen Ellyn School District 41 Glen Ellyn, IL	3,640	2013
Harrison School District 36 Harrison, IL	422	2013
Hood River County School District Hood River, OR	4,000	2013
Interstate 35 Community Schools Truro, IA	894	2013
Lake Oswego School District Lake Oswego, OR	6,414	2013
Madison Metropolitan School District Madison, WI	24,000	2013
Marlboro Township School District Marlboro, NJ	6,000	2013
Mount Pleasant Community School District Mount Pleasant, IA	2,136	2013
Muscatine Community School District Muscatine, IA	5,279	2013
Oak Ridge Schools Oak Ridge, TN	4,725	2013
Papillion-La Vista Public Schools Papillion, NE	9,520	2013
Pekin Community School District Packwood, IA	775	2013
Plymouth-Canton Community Schools Plymouth, MI	19,000	2013
Racine Unified School District Racine, WI	21,000	2013
Roosevelt Union Free School District Roosevelt, NY	3,446	2013
St. Johns Public Schools St. Johns, MI	3,164	2013

Shawnee Mission School District Shawnee Mission, KS	27,822	2013
Van Buren Community Schools Keosauqua, IA	724	2013
Wareham Public Schools Wareham, MA	3,203	2013

AVERAGE LENGTH OF SEARCH

Searches vary from district to district, but typically take about three months. A thorough search is one that commences with establishing position criteria, the timeline, and salary for the position and proceeds through recruiting, advertising, screening and presentation of semi-finalists. The search is only termed complete when the new superintendent is contracted for the position and our clients are totally satisfied.

AVERAGE TENURE

Our placement tenure averages approximately eight (8) years within the last several years.

Ray and Associates, Inc. placement tenure ranges around two (2) years to over ten (10) years, averaging approximately eight (8) years.

Ryan M. Ray

6920 Pershing Avenue, St. Louis, MO 63130

Tel: 314-495-8114 ryan@rayassoc.com

EDUCATION

Master's Degree in Human Resources Management with emphasis in Business **2005**
Lindenwood University, Saint Charles, Missouri

Bachelor's Degree in Business and Communications **2001**
University of Missouri at Columbia, Columbia, Missouri

EXPERIENCE

President, Ray & Associates Inc., Cedar Rapids, Iowa **2005-Present**

- Integral leader of teams whose mission is to recruit superintendents and top executive administrative positions for school boards across the United States
- Leader of website production and all media related projects for Ray and Associates including a new website launched in the fall of 2015
- Direct engagement teams, and supervise up to twenty-three search associates per engagement
- Prepare confidential materials of search candidates to present to boards of education
- Train and mentor 170 associates in recruitment of candidates and policies
- Work with diverse social /economic backgrounds within school districts and boards of education
- Develop company brochures for promotion as well as for schools seeking superintendent hires
- Participation as an exhibitor and presenter in national conventions, (AASA-American Association of School Administrators, NSBA-National School Boards Association)

KEY ACCOMPLISHMENTS

- Representation at mediation, fact-finding and impasse arbitration
- Team successfully placed 7 superintendents in recent years, for urban districts having large budgets
- List of recent placements:
 - Superintendent, DeKalb County School System, GA
District Budget: \$1.45 Billion
 - Superintendent, Brevard County Public Schools, FL.
District Budget: \$910.75 Million
 - Chief Executive Officer, Prince George's County Public Schools, MD
District Budget: \$1,376,818,700
 - Superintendent/CEO, Charlotte Mecklenburg Schools, NC
District Budget: \$1.2 Billion
 - Chief Financial Officer, Pittsburgh Public School District, PA
District Budget: \$531.4 Million
 - Superintendent, Ladue School District, MO
District Budget: \$43.5 Million
 - Superintendent, Lee's Summit R-7 School District, MO
District Budget: \$181 Million

Human Resources Manager of Three Stores, Target Corporation, St. Louis, Missouri 2002-2005

- Attended Target Business School
- Oversaw opening, remodeling and closing of three stores
- Responsible for over 100 employees

Human Resources Associate, Ray and Associates, Cedar Rapids, Iowa 1997-2001

- Telephonic interviewing of potential candidates for Superintendent/C.E.O. positions
- Recruited potential candidates nationally
- Referral follow-up and interviews
- Attended national conventions

Recruiter (Internship), McLeod USA, Cedar Rapids, Iowa 1998

- Scheduled and conducted interviews
- Hired employees in Sales/ Technology/ Management
- Referral follow-up
- Planned and scheduled job fairs on college campuses
- Organized meetings with potential clients

SKILLS

- Outstanding presenter and trainer
- Computer skills include: MS Windows and Apple Macintosh platforms. Proficient skills in MS Word, MS Excel, Word Perfect, MS Publisher, MS Excel, MS Power Point, People Soft Training, Adobe Acrobat, Adobe Image Maker, Adobe Photoshop, Final Cut Pro, Motion, Logic, Soundtrack Pro, DVD Studio, Shake, Xsan, Keynote, Pages, Garage-band, File-maker, iwork, ilife, Bento.
- Skilled with internet navigation, research, data collection and e-mail applications
- Behavioral Based Interviewing
- Languages spoken: English first language and advanced knowledge of Spanish, oral and written.

AFFILIATIONS

- SHRM, Society for Human Resources Management
- American Association of School Administrators
- National School Boards Association
- National Alliance of Black School Educators
- Association of Latino Administrators and Superintendents
- ArtLink Board Member and Technology Advisor, Saint Louis – 2007-2010
- University of Missouri Football Team, Player -1998-2001
- Big XII Football Conference University of Missouri, Two Time All Academic Team

DON LONG

132 Wynbrooke Trace Hendersonville, TN 37075

Email: donlong.hville@gmail.com Cell: (615) 349-6768

Highly qualified professional with an emphasis in Project Management and Development, Planning, Policy Development, and Communication. Results oriented, multi-tasking, and efficient, with a proven ability to proactively identify and move forward on winning opportunities using various methods of factual research and utilizing a combination of written, digital, and inter– personal communications to obtain results.

Sumner County Schools Gallatin, Tennessee

2015 - present

- Sumner County, founded in 1786, is located 15 minutes northeast of downtown Nashville, Tennessee. Covering 530 square miles, it includes all or part of eight incorporated cities. Population of 160,500, according to 2010 U.S. Census, and continues to grow at twice the state rate since 2000.
- The Sumner County public school system comprised of 49 schools covering 6.4 million square feet, approximately 30,000 students and 5,230 employees in Sumner County, Tennessee.
- Senior Project Manager
- Manage all new construction, additions, renovations, and campus development for the district.
- Report directly to the Director of Schools. Oversee design, bidding, and serve as the Owner Representative in all Construction Meetings.
- Responsible for communicating with the various contractors and ensuring projects are completed on schedule and under budget.
- Work closely with the Assistant Director of Schools for Maintenance to coordinate maintenance repairs with construction activities to avoid conflict.

Selected Results:

1. In 2015 completed a \$14.5 million new elementary school.
2. In 2016 completing \$36.4 million in addition and renovation projects across eight campuses.
3. In 2017, scheduled to complete \$39 million in additions and renovations including additions to two middle schools, five elementary schools, re-roof one high school and one elementary school, complete door and window replacements in one high school and three elementary schools, and HVAC replacement in one middle school.
4. Begin preliminary planning for a 275 acre, \$100 million K-12 campus.

City of Hendersonville Hendersonville, Tennessee
2004 – 2015

Hendersonville, TN is strategically located 18 miles NE of the center of downtown Nashville and 20 miles from Nashville's International Airport.

Hendersonville is governed by a 13-member Board of Mayor and Aldermen. It was first incorporated in July 1969 and the city officially began operation August 1, 1969. Today it is the 11th largest city by population in the State of Tennessee with 51,300 residents. Hendersonville attributes its rapid growth to geographic location and scenic beauty. The city has approximately 38 square miles of land and 26 miles of shoreline on Old Hickory Lake.

With higher than average household incomes, Hendersonville is the home of a highly educated and affluent citizenry and is known throughout the state as one of the finest places to live, work, and play. It offers a unique blend of city living and spacious country surroundings.

- Mayoral Assistant and Director of Economic & Community Development
- Assist the Mayor in day-to-day operations of the City of Hendersonville. Serve as the liaison to all Departments of the municipality, assisting the Mayor in policy development to manage the 300 employees and \$40 million annual budget.
- Serve as point person for citizen issues and coordinate media inquiries, serve as media spokesperson, and development of positive press about the City.
- Responsible for Economic recruitment of new businesses to locate and expand within the City's corporate limits. Assist developers in project development, project management, oversight, and compliance.
- Monitor state legislation affecting the City's operations and maintain relationships with City's legislative delegation.
- Serve as liaison between city departments and developers to assist in project approval.
- Serve as staff liaison to the Hendersonville Industrial Development Board, Forward Sumner Economic Partnership, and Sumner County Joint Economic Community Development.

Selected Results:

1. Recruited and approved approximately \$810 million in new commercial development. \$407 million built to date.
2. New tenants included commercial retail, restaurants, Class "A" office projects, high end residential developments.
3. City sales tax revenue increased 410% • New City Hall renovation layout and design. • City recognized as Top Ten Cities in America for Families by Family Circle magazine. • City recognized as Top 100 Cities in America to Live by Money magazine. • City recognized #6 Best City for Business in TN by Beacon Report • City recognized as the Google eCity of Tennessee

City of Hendersonville - continued Hendersonville, Tennessee 2004 - 2015

5. City recognized as a top city in Tennessee for young families by Nerd Wallet • Coordinated logistics for ABC television show Extreme Makeover: Home Edition • Serve on Sumner County Council of Governments with County's eight Mayors • Served two separate Mayors.

Tennessee School Boards Association 2006 - 2014 Nashville, Tennessee

TSBA is a non-profit, private service organization whose mission is to assist Tennessee school boards in effectively governing school districts. The Tennessee legislature in 1953 officially recognized TSBA as "the organization and representative agency of the members of schools boards of Tennessee" and authorized TSBA to provide services to its members. Those services include providing expertise in areas of legislation, school law, board policies, and community relations.

Board of Directors

- Tennessee School Boards Association; Tennessee County Commissioners Association; and Tennessee Organization of School Superintendents Joint Task Force – 1 of 4 School Board Members selected from a pool of 950 members in the state to serve on a Task Force to develop, evaluate, and recommend organizational changes, new or revised state laws, and joint training to improve the inner working between the members of the three organizations.
- Tennessee School Board Association – Board of Directors: 2011-12; 2012-13; 2013-14 Statewide association of school boards in Tennessee, One of Three Statewide At Large Members o Serve on Association's Constitution and Bylaws Committee o Assist with State Legislative Recommendations, Review, and Lobbying
- Tennessee Legislative Network – Board of Directors: 2010-2011 Tennessee School Boards Association, Middle Tennessee Regional Coordinator

Sumner County Board of Education Sumner County, Tennessee

2006-2014

Sumner County, founded in 1786, is located 15 minutes northeast of downtown Nashville, Tennessee. Covering 530 square miles, it includes all or part of eight incorporated cities. Population of 160,500, according to 2010 U.S. Census, and continues to grow at twice the state rate since 2000.

The Sumner County Board of Education (the Board) oversees the development and operation of the public school system comprised of 46 schools covering 5.9 million square feet, approximately 29,000 students and 5,015 employees in Sumner County, Tennessee.

Sumner County Board of Education - continued Sumner County, Tennessee 2006 - 2014

Elected School Board Member – Twice Elected

- Chairman of the Board: 2009-2012; 2013-2014 Responsible for development of all agendas, serve as Chairman of Executive Committee responsible for approval of all expenditures, assisted Director of Schools in developing \$210 million budget, serve as spokesperson for the Board at public functions and presentations to County Commission, preside over all meetings, serve as Chairman of Appeals committee, serve as contact person for all Board issues.
- Vice-Chairman of the Board: 2008-09 Presided over all study sessions, presided over voting sessions in Chairman's absence
- Chairman of Facilities & Maintenance Committee: 2006-2009

Vice-Chairman of Facilities & Maintenance Committee: 2009-2012 Chaired Architectural Selection Ad-Hoc Committee; oversaw implementation of \$75 million building program including four new schools and ten addition/renovations; negotiated \$2.1 million reduction in utility construction cost with utility provider; implemented Architectural Standards manual, spearheaded district wide physical plant assessment; implemented utility and energy cost reduction program; approved consolidation of Transportation, Maintenance, Operations Departments into a single \$5 million facility.

I. C. Thomasson Associates, Inc. 1998-2003 Nashville, TN

I. C. Thomasson Associates, Inc. (ICT) is an employee-owned, multidisciplinary engineering consulting firm providing expertise in mechanical, electrical, controls, plumbing, fire protection, information technology, energy efficiency and environmental services. ICT designs projects throughout the United States and abroad for healthcare, commercial, hospitality, recreation, education, institutional, and industrial clients.

ICT's primary obligation is to the client and to the job with which we are entrusted. The company has a continuing commitment to provide price competitive, innovative, timely, and quality engineering services for a diverse range of project types. ICT's corporate organization of dedicated specialized teams is structured to fulfill our mission to exceed our client's expectations and provide outstanding value.

Marketing/Business Development

Recruited initially to coordinate marketing activities of large, national, professional services consulting engineering firm. Responsible for expanding position into recruitment and development of new business, public relations, and overseeing development of marketing materials. Cold calling on owners, developers and architects nationally. Business Development, Project Management and selling of professional services success was based on building and maintaining business & personal relationships.

I. C. Thomasson Associates, Inc. - continued Nashville, TN 1998-2003

Target markets were K-12 Education, higher education, healthcare, commercial office & retail, secondary and hospitality, industrial, and sports & entertainment. Reported directly to the President of the firm, also provided executive assistance to Board of Directors.

Additional responsibilities included providing assistance to firm President for a wide variety of projects, designing and placing advertisements in various publications, represented firm at client based social functions, set up and worked various trade shows and exhibits across the country.

Selected Results:

- From 1998 through 2003, firm increased revenue from \$9.3 million to \$17.9 million.
- Firm expanded from 80 employees to 135, grew from two offices to four.
- Responsible for the completed research and feasibility study for opening fifth office. Selected, photographed, described, and produced graphic elements for projects to be entered into the coveted annual design competition, "Excellence in Engineering" through the American Council of Consulting Engineers of Tennessee. Won entry category three of four years entered. Award previously had not been won in firm's 56 year history.
- Provided proposal development, follow -up marketing material, conducted interview presentations.
- Successfully secured such notable projects as the New Nashville Library, the Frist Center for the Visual Arts, the Country Music Hall of Fame, Pope John Paul High School, Caterpillar Financial Headquarters, the new Nashville Symphony Hall, the Tennessee Titans stadium (LP Field), Middle Tennessee State University, University of Tennessee, Vanderbilt University campus improvements, and numerous health care facilities throughout the nation.
- Assisted in design and maintained company database in Microsoft Access to track and produce automated reports on potential and actual projects through its various stages, track prospective and existing client companies, client company representatives, project financial and man hour requirements, and sensitive employee data.

Volunteer State Community College Gallatin, TN 1991 – 2010

Assistant Professor – Adjunct Faculty, Mathematics

Provide instruction in mathematics through a single evening three hour lecture per week per class. Develop quizzes and testing to monitor student progress.

Selected Results:

- High passing rate among students who had previously taken and failed to pass course under other instructors, 94% overall passing rate. Student instructor evaluations indicate reputation for extremely challenging tests and quizzes.

Ragan Smith Associates, Inc. Nashville, TN

1993 – 1998 1983 – 1989

Founded in 1933, Ragan-Smith Associates, Inc. is a multi-disciplined consulting firm with expertise in land planning, civil, transportation, and environmental engineering, landscape architecture, construction services, water services, surveying, and sustainable design. Their professional focus is to provide the best use of the land and efficiency of service infrastructure appropriate for the environment, the use, and the client.

Sr. CADD Designer

Responsible for project management, the complete production of design civil engineering construction documents. Provided portions of project design, responsible for management of project CADD drafting team, design revisions, and final submittals.

Heavy emphasis on residential design, as well as commercial and transportation projects.

Additional responsibilities included computer network administration.

Selected Results:

1. Produced first complete set of Construction Documents for firm that was drawn entirely in CADD.
2. Trained staff on implementation of Civil Engineering design software.
3. Assisted in design and development of initial concept plans and infrastructure construction documents for Cool Springs Galleria and vicinity, a large regional mall, affiliated spin off commercial development, large office park, and residential properties.
4. Part of design team for Governor's Club, an exclusive gated golf course community located in Williamson County, Tennessee

Sumner County Assessor of Property Office Gallatin, TN

1991 – 1993 1981 - 1983

Office Property Appraiser, Property Tax Mapping

Responsible for various duties related to residential and commercial property appraisal. Maintained records, updated and maintained property tax maps, assisted public with property appraisal issues.

Various employment 1980 - 1981

Various outside sales and installation positions. Sales and installation positions include commercial burglar and fire protection systems and photo copiers.

Tennessee Department of Transportation Roadway Plans Division Nashville TN 1978 – 1980

The division is responsible for the survey and design functions of the department, including the performance of aerial and ground surveys, the establishment of roadway design criteria, and the development of right-of-way and construction plans for proposed highway improvement projects. Other key responsibilities include the pre-qualification of consultant engineering firms and oversight; performing traffic signal designs, lighting designs, pavement marking designs, roadway signing designs for transportation improvement projects; maintaining and developing roadway design standards. Drafting Technician

Responsible for drawing conceptual plans and construction documents for State and Federal highways and interstates in Tennessee. Prepared bid documents, compiled construction contracts.

PROFESSIONAL RECOGNITIONS/CERTIFICATIONS/AFFILIATIONS

Nashville Business Journal Sumner County Impact Award: 2013 Selected Most Influential in Sumner County: 2011 Tennessee School Boards Association: member 2006 - 2014 International Council of Shopping Centers: member 2004 - 2015 International Economic Development Council: member 2004 - 2015 Nashville Sports Council: member 2004 - 2015 Middle Tennessee P-16 Council: member 2004 - 2015 Leadership Sumner: Class of 2005 Certified Professional Services Marketer (CPSM) Society for Marketing Professional Services (SMPS) • 2001 - 2004: Nashville Chapter President • 2000 - 2001: Nashville Chapter President-Elect • 1999 - 2000: Nashville Chapter Vice President Society of American Military Engineers, 2000 - 2003 International Association of Business Communicators, 1999 - 2001

EDUCATION

Nashville School of Law Nashville, TN, First year, 2001

Western Kentucky University Bowling Green, KY

Bachelor of Arts, 1991 Communications, Business Administration Graduated with honors

Volunteer State Community College Gallatin, TN

Associates of Science 1990 Business, Summa Cum Laude

- Outstanding Graduate Award • Outstanding Newscaster, WVCP-FM
- Student Government Association, Senator • Gamma Beta Honor Society
- Volunteer State Community College - continued Gallatin, TN Associates of Science 1990 Business, Summa Cum Laude
- The Settler, Chief Photographer
- Student Services Positive Difference Award
- Humanities Division Certificate of Excellence
- Student Leader Outstanding Service Award

COMMUNITY INVOLVEMENT

Community Outreach Making Partnerships at Sumner Schools (COMPASS) 2015 - present
Board of Directors

Tennessee Advisory Committee for Open Government
Appointed by Tennessee Comptroller – October 2014 – October 2015

Hendersonville Rotary Club 2006 - 2015
Scholarship Committee

- Hendersonville Area Chamber of Commerce 2004 - 2015
- Economic Development Committee, Marketing
- Education Committee

Hendersonville First Baptist Church

Hendersonville Parks

Gloria J. Davis

Personal Resume

Home:

**1160 South Michigan Avenue
Unit 4303
Chicago IL 60605
Home: 312-929-2069
Cell: 217-413-1960
Email: gjdavis1@comcast.net**

Education

Doctoral Program - St. Louis University, St. Louis, MO

Completed All Course Requirements for Doctorate In Education Degree – 2005

Washington University, St. Louis, MO

Master of Arts Degree, Educational Administration – 1978

Southern Illinois University, Edwardsville, IL

Bachelor of Science Degree, Elementary Education – 1971

ADMINISTRATIVE EXPERIENCE – Currently Retired

**August 2014 – May 2017 - Superintendent of Schools
Illinois Department of Juvenile Justice**

Recruited to assume the position as Superintendent of Schools to provide the leadership for total reform of the School District #428 in the Illinois Department of Juvenile Justice System. The School District was under a Consent Decree from the Federal Department of Education based on a lawsuit filed by the American Civil Liberties Union (ACLU) for not providing a quality education to all students. As a part of the transformation process education policies, procedures and strategic planning were established and implemented that was previously nonexistent. A quality coherent instructional approach was developed for staff and students that included a Blended Learning Model with on-line enhanced education courses combined with direct teacher instruction.

Classroom resources including textbooks correlated to technology; hands on student materials; and in-depth targeted professional development were put in place that resulted in significantly increased traditional Diploma and GED graduation rates, explicitly from 65 graduates in 2013 to 133 graduates in 2015 (104% increase).

Partnerships with the University of Chicago and Lakeland College were developed that helped to provide Post-Secondary students with classes in Career Development areas such as Horticulture, Culinary Arts, Building Construction and Custodial Maintenance, which enabled students to be on a path toward a viable career or college degree.

2006 – 2014 – Superintendent of Schools, Decatur, IL

First female Superintendent of Schools in Decatur IL, an urban inner city diverse school district consisting of 22 schools with a student population of 9,200 where 58% are African American, 32% white, 8% Hispanic and 2% Asian and other. As Superintendent, the District Curriculum was greatly increased and enhanced; improved academic achievement that resulted in 14 of the 17 Elementary Schools being awarded State Honors for academic achievement which enabled the District to be ranked 3rd out of the top 10 Districts in the state receiving awards; increased graduation rate; increased number of Advanced Placement classes from 3 to 14; doubled the number of Honors classes from 21 to 44; provided leadership for the passage of a 76 million dollar tax referendum in November 2010- this was the first time for passage of a tax referendum on the first ballot in the history of the District; provided the leadership for a Comprehensive Strategic Plan which guided all progress in the District with significant accountability for all staff.

2001 – 2006 – Superintendent of Schools, Dodge City, Kansas

First African-American female Superintendent of Schools in the state of Kansas; providing leadership for a diverse district student population (6,300 students, 72% Hispanic); responsible for increased improvement of academic achievement by over 70% in many areas; responsible for the development of a Comprehensive Plan for coordinating, planning and facilitating the opening of two Intermediate Centers for grades 6 – 8; responsible for increasing the focus of professional growth and staff accountability through hiring 11 District-wide Instructional Specialists; responsible for implementing a community based School Facilities Task Force to study how to address the district's growing population.

1992 -2001 – Assistant Superintendent for Curriculum & Instruction, University City MO

Served in a District with a diverse student population of 4,400 that was comprised of 85% African-American and 15% White; responsible for District-wide coordination of State Accreditation Program known as the Missouri School Improvement Program (MSIP), which led to the district receiving Full Accreditation in September 2000; coordinated education reform as it relates to extensive student-centered staff development and training of staff; implemented extensive New Teacher Training.

September 1992 – June 1993 – concurrently with Assistant Superintendent – Interim Principal Brittany Woods Middle School, University City, MO.

July 1991 – August 1992 – Assistant Superintendent for Public Relations and Elementary Education, University City, MO.

July 1981 – August 1991 – Elementary Principal, University City, MO.

August 1971 – June 1981 – Elementary Classroom Teacher, University City, MO

Honors and Awards

Illinois Association of School Administrators – Excellence in Leadership Award
Illinois State Board of Education – Those Who Excel Awards Program – Administrator of Excellence Award
Decatur Illinois Woman of the Year Excellence Award
Illinois Boy Scouts Outstanding Leaders Award
NAACP Award – Most Influential African-American Women In Decatur Illinois
Role Model Hall of Fame Honoree – Decatur Illinois
Macon County Shared Vision Initiative Award

Institutes And Training

Europe Educational Study Institute – selected to participate by the National Superintendents Roundtable – Visited/Studied Education Systems in Finland, Paris France, and London England

Cross Cultural Institute, sponsored by the Institute of Educational Leadership, Inc. – Visited/Studied in Senegal, West Africa; Beijing, China; Morocco; Egypt; Thailand; Peru; and India.

Harvard Leadership Institute

Extensive Conference and Workshop Participation and Presentations at a local and national level

Professional Organizations

National Superintendents Roundtable – Previous Steering Committee Co-Chair
National Alliance of Black School Educators (NABSE) – Superintendents' Commission Chairperson
Illinois Superintendents Advanced Leadership (ISAL) – Planning Team National District Leadership Forum
American Association of School Administrators (AASA)
Delta Sigma Theta Public Service Sorority

MARY RONAN

Retired Superintendent
Cincinnati Public Schools, 2008-2017

PROFESSIONAL EXPERIENCE

- CEO of a \$543-million enterprise
- 5,000 employees and 60 locations
- Four successful levy campaigns.

VITALS

7757 Glen Eden Lane
Cincinnati, Ohio 45244
(513) 474-0338 Home
(513) 207-8481 Cell
mronan@cinci.rr.com

HIGHLIGHTS OF QUALIFICATIONS

Cincinnati Public Schools
Superintendent, 9-year tenure

- Completed a decade-long \$1-billion facilities master plan on-time and on-budget to build 52 new or renovated schools.
- Stabilized enrollment decline at 31,000 and then increased enrollment by 1,000 students per year up to 36,000
- Negotiated wages, healthcare benefits and master contracts with six unions representing 5,000 district employees resulting in health care premiums aligned to industry standards that created savings for the district.

NATIONAL PRESENTER

AASA, Wallace Foundation, Education Week
2014 National Learning Leader

EDUCATION

- Superintendent License, University of Cincinnati,
- Post-Masters Training, Educational Leadership, University of Cincinnati,
- Master's in Business Administration, Xavier University

COMMUNICATION

Media savvy – numerous guest appearances on local television stations and provided commentary for news outlets.

LEADERSHIP

Led the Cincinnati Public Schools to the distinction of being Ohio's highest performing urban district.

COMMUNITY OUTREACH

Created public/private partnership with hospitals, businesses and government agencies to open 25 health centers, three dental clinics and one vision center to serve students and families.

Serves on numerous Boards ranging from the arts to health care.

PUBLISHED AUTHOR

Contributor writer to book; Creating Engagement between Schools and their Communities: Lessons from Educational Leaders, 2016, authored chapter title Academic Achievement and the Community Schools Model by Ted Purinton (Editor, Contributor), Carlos Azcoitia (Editor, Contributor), Martin Blank (Contributor), et al.

Published in Scholarly Partnerships Edu; Volume 2, Number 2 Fall 2007 "Aspiring Administrators Program: An Urban University and Urban School District Partner to Recruit Student Leaders" by Ted Zeigler, Steve McCafferty, Ann Ogletree, Mary Ronan & James Koschoreck

Blue Ribbon School Award Winner

Kilgour Elementary School 2001

MARY B. FASBENDER, Ed. D.

310 North Avenue, St. Charles, IL 60174 (630) 309-9777-cell (630) 549-0779

OBJECTIVE

To provide consulting services, utilizing leadership that supports student learning and success, through staff development, open communication, and articulation of the learning organization's beliefs, vision, mission and goals.

EDUCATION

Northern Illinois University DeKalb, IL
Ed. D. Type 75 Gen. Admin. & Superintendent Certificates

Northern Illinois University DeKalb, IL
Master in Education Type 75 General Administrative

Knox College Galesburg, IL
BA French

PROFESSIONAL EXPERIENCE

2009- Present, Associate, Ray and Associates
Cedar Rapids, Iowa

2004 – 2010 C.C.S. District 46
Crystal Lake, IL
Superintendent
K-8
1,100 Students

1992-2004 Sycamore CUSD #427
Sycamore, IL
Assistant Superintendent
K-12
3,400 Students

1989-1992 Sycamore CUSD #427
Sycamore, IL
HS Assistant Principal/Dean
K-12
2,800 Students

1983-1989 Elgin District U-46
Elgin, IL
HS French Teacher
K-12
27,000 Students

Division Chair SS/FL
1982-1983 West Aurora District 129

Aurora, IL
HS French Teacher
K-12
10,000 Students

(1979-1982 Parental Leave of Absence)

1971-1979 St. Charles CUSC 303
St. Charles, IL
MS & HS French/English/Art Teacher
K-12
7,500 Students

PROFESSIONAL ACTIVITIES/HONORS

HUMAN RESOURCES

- Consultant McHenry Co. ROE, working w/ 13 District & school leadership school improvement teams co-author goals & action plans based upon Common Core Standards & ISBE's Rising Star expectations
- Provided consultation -7 Districts on Common Core Standards & their local application/implementation
- Consulted with parent/teacher advisory teams in developing parent involvement networks & action plans
- Recruited, screened and selected staff --all employee positions -- administrator to transportation
- Co-chaired Professional Growth/Evaluation Plan with Dr. Thomas McGreal, UICU, Consultant
- Trained and supervised administrative team members in the evaluation & growth of staff
- Co-led Management/Labor Relations Committee
- Created new teacher orientation/induction and mentoring programs
- Co-authored District staff handbook
- Developed District teacher recognition program
- Chaired negotiations management team for teacher, assistant, custodial, & transportation staffs
- Implemented principal evaluation plan with goal setting based upon IL Administrative Standard criteria
- NASSP, Presenter – Professional Growth Plan Merging evaluation, retention, & staff development

PLANNING PROCESSES & POLICIES DEVELOPMENT

- Led District 46 Strategic Planning Process to develop new vision, mission, beliefs, goals, and logo
- Oversaw District's space programming & construction management for new building plus additions/renovations to all buildings K-12
- Member, District 427 Strategic Design Team – Chuck Schwahn, facilitator
- Total Leaders – Schwahn and Spady -- 5 day strategic planning training

- Chaired oversight, review & rewrite of District Board Policies annually
- Co-Chair, St. Charles District 303 Strategic Plan, Curriculum Action Team
- P-20 Initiative - Delegate (Pre-School to Graduate School Learning Sequence Plan)
- Served on District Safety, Security, and Crisis Planning Team
- Led District's 10 Year Decennial Life Safety Study & ensuing work on cited projects
- Coordinated District Facilities Task Force/Enrollment Study – based upon Kasarda Study
- Used growth study data to forecast future staffing and program needs
- Member, Sycamore Business Leaders School/Community Partnership

COMMUNITY ACTIVITIES/PARTNERSHIPS

- Council Member, Knox College Alumni Association
- Co- Chaired the successful St. Mary Church \$7M Building Campaign
- Co-Authored District Emergency and Schools Crisis Response Plans
- District liaison for school and community relations -civic groups/agencies, school-business partnerships
- Board representative to Intergovernmental Council comprised of all taxing bodies in region
- Chairperson, DeKalb County Partnership for Safe, Drug Free Environment
- President and Rotarian of the Year, Sycamore Rotary Club
- Vice President – McHenry Curriculum Council
- Co-facilitated Park and School District Partnership for joint use site for school & park facilities
- Member, Sycamore Chamber of Commerce
- 2001 DeKalb County Administrator of the Year
- Member, Sycamore Business Leaders School/Community Partnership
- Advisory Board – Project Safety Net (after school program academic enrichment program)
- Served as Board of Education hearing officer and parent liaison
- Articulated District beliefs, vision, mission and goals to stakeholders

CURRICULUM & LEARNING

- Professional Learning Communities at Work – Solution Tree 3 day training –Dufour & Eaker
- Led curriculum studies in all core subjects and encore elective areas
- Participated in development of District and building RtI—service delivery, data, social/emotional teams
- Coordinated District staff development and learning programs
- Developed District Curriculum Scope & Sequence yearly dashboard benchmarks
- Created "The Standard is Excellence" – high school student recognition program
- Presenter, NASSP National Convention – "The Standard is Excellence"
- Wrote successful grants--District Technology--21st Century, After School Enrichment, Social Emotional
- *First Steps* Tutor Trainer (10 day Australian Government training) Elem. Literacy Integration/Assessment
- Participated in Northern Illinois University's Annual Curriculum Conferences –2000-2010

- ASCD Conference on Differentiated Instruction—3 day training
- Initiated reorganization/expansion of District Student Services Programs
- Grant Chair/Writer – Technology Literacy Challenge Fund
- Presenter, NSBA and IASB – How to Spark Imaginations
- District 46 schools awarded the Academic Improvement Award from IASB
- School Search Bright Red Apple 2008-11 awarded to District 46, one of less than 100 statewide based upon factors of high academics, quality staff & fiscal responsibility

FINANCE & REFERENDA

- Aligned \$25 million referendum implementation with architects & construction management firms
- Established yearly budget calendar with district/board financial goals prior to annual levy
- Worked with Finance Department, Administrative Team, FAC, and Board to earned District 46 Financial Recognition status each of last three years
- Co-facilitated District 46 Impact and Transition Fees with District community leaders
- Presenter, District referendum plan to various community and school groups
- Worked with community referendum support group in establishing message to public
- Chaired District insurance committee – created a regional PPO & added a national PPO option, mail order & negotiated fee schedules for providers
- Established budget managers w/ oversight of District areas/departments & budget adoption
- Co-chaired St. Mary's \$7 million Parish Center expansion campaign in 2011
- Responsible for input of all District personnel salaries/benefits & curriculum/learning areas for budget

REFERENCES

We have chosen several clients from our past and recent search list to demonstrate that we have been successful in various geographic locations.

SCHOOL DISTRICT	LOCATION	CONTACT PERSON	TITLE OF CONTACT	PHONE NUMBERS/ E-MAIL
Fort Worth Independent School District	Fort Worth, TX	Jacinto Ramos Jr.	Former Board President	Work: 817-814-1920 Jacinto.Ramos@fwisd.org
The School District of Palm Beach County	West Palm Beach, FL	Sandra Gero	Former HR	Cell: 561-386-5141 gerosan13@icloud.com
Northshore School District	Bothell, WA	Amy Cast	Former Board President	Cell: 206-601-7909 Sbdistrict5@nsd.org
Olathe Public Schools	Olathe, KS	Rick Schier	Former Board President	Home: 913-530-3644 rickschierboe@gmail.com
Maury County Public Schools	Columbia, TN	Jim Morrison	Former Board President	Wk: 615-350-7637 Cell: 931-446-2438 jement@cpws.net

This is not a complete list, and more references can be provided upon request.

Tab F. Forms

March 21, 2019

SHELBY COUNTY BOARD OF EDUCATION

PROCUREMENT SERVICES

160 South Hollywood Street, Room 126 □ Memphis, Tennessee 38112-4892 □ Phone (901) 416-5376

(This proposal will not be accepted electronically or by facsimile. All proposals must be mailed or delivered to the above address.)

REQUEST FOR PROPOSAL

(NOT AN ORDER)

Please submit proposals on the item(s) listed below. The right is reserved to reject any or all Proposals. If substitutions are offered, give full particulars. The Proposal must be submitted no later than **March 29, 2019 @ 9:00 AM, CST**

The Shelby County Board of Education reserves the right to accept or reject any or all proposals, or any part thereof, and to waive any minor informalities and/or technicalities that are deemed to be in the best interest of the Shelby County Board of Education. Successful Bidders shall be paid only when delivery is complete. *For the appropriate purchases, all material data safety data sheets (MSDA) must accompany all shipments covered under Tennessee Hazardous Chemical Right to Know Law- Tennessee Public Chapter #417- House Bill #731.

PROPOSAL FOR

The Shelby County Board of Education ("SCBE") request proposals for **An Executive Search Firm to Assist The Board Of Education In The Search For A Permanent Superintendent Of Schools.**

Proposals **MUST** be received by Shelby County Schools ("SCS" or "District") by the due date and time set forth above.

During the solicitation process Bidders are not permitted to contact the Board and project Owner regarding the posted solicitation. Failure to adhere to this requirement may subject the Bidder to immediate disqualification.

Questions or requests for clarification of technical issues and terms pertaining to this Bid must be submitted in writing via e-mail to albrightw@scsk12.org, by **March 26, 2019 @ 9:00 A.M. CST**

ISSUED BY: Wanda Albright, IT Sourcing Manager RFP #03292019

We propose to furnish the item(s) and/or services outlined in the proposal at prices quoted and guarantee delivery **F.O.B. delivered** and as specified. Proposals are submitted with a declaration that no Shelby County Board of Education Member or employee has a financial or beneficial interest in this transaction.

Ray and Associates, Inc
NAME OF FIRM
901 17th Street NE
PO Box 10005
ADDRESS
glr@rayassoc.com
E-MAIL ADDRESS

39)393-3715 319)393-4931
PHONE FAX#
Cedar Rapids Iowa 52402
CITY STATE ZIP CODE
Ryan Ray
AUTHORIZES REPRESENTATIVE NAME

✓ CHECK HERE IF YOU ARE A MINORITY BIDDER

APPENDIX B-ADDENDA ACKNOWLEDGEMENT

(If applicable) Please complete and return with your bid response.

I the undersigned acknowledge the receipt of the following addenda to this solicitation

Addendum #1- Date Received N/A

Addendum #2 - Date Received N/A

Addendum #3 - Date Received N/A

Addendum #4 - Date Received N/A

Ryan M Ry
Signature

President
Title

Ray and Associates, Inc
Bidder Name

glr@rayassoc.com
Email

319)393.3115
Contact Phone Number

APPENDIX C – REFERENCES

RFP-03292019 Executive Search Consultant Services

1.

Client Name:

Address:

Services Provided:

Date(s) of services:

Contact Name & Title:

Phone No:

Email Address:

2.

Client Name:

Address:

Services Provided:

Date(s) of services:

Contact Name & Title:

Phone No:

Email Address:

3.

Client Name:

Address:

Services Provided:

Date(s) of services:

Contact Name & Title:

Phone No:

Email Address:

4.

Client Name:

Address:

Services Provided:

Date(s)of services:

Contact Name & Title:

Phone No:

Email Address:

5.

Client Name:

Address:

Services Provided:

Date(s)of services:

Contact Name & Title:

Phone No:

Email Address:

**APPENDIX D - NON-COLLUSION CERTIFICATE
(TO BE SUBMITTED WITH TECHNICAL PROPOSAL)**

**RFP-03292019
Executive Search Consultant Services**

I HEREBY CERTIFY that I am the President and the duly authorized
representative of Roy and Associates, Inc
whose address is 901 17th Street NE Cedar Rapids, IA 52402 and

THAT NEITHER I nor, to the best of my knowledge, information, and belief, the above firm nor any of its other representatives I here represent:

(a) Have agreed, conspired, connived or colluded to produce a deceptive show of competition in the compilation of the RFP or offer being submitted herewith;

(b) Have in any manner, directly or indirectly, entered into any agreement, participated in any collusion to fix the RFP price or price proposal of the bidder or Bidder herein or any competitor, or otherwise taken any action in restraint of free competitive bidding in connection with the Contract for which the within RFP or offer is submitted.

In making this affidavit, I represent that I have personal knowledge of the matters and facts herein stated.

Ryan Roy
(SIGNATURE)
Ryan Roy
(PRINTED OR TYPED NAME)

03.27.19
(DATE)

Subscribed and sworn before me this 27th day of March, 2019.
Kathy Schoenfelder Notary Public
My commission expires: 2-25-2021



APPENDIX E - DEBARMENT AFFIDAVIT
(TO BE SUBMITTED WITH TECHNICAL PROPOSAL)
RFP-03292019
Executive Search Consultant Services

**Certification Regarding Debarment, Suspension
Ineligibility and Voluntary
Exclusion—Primary and/or Lower Tier Covered Transactions**

- (1) The prospective participant certifies to the best of its knowledge, by submission of this proposal, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency.
- (2) The prospective participant and its principals have not, within a three (3) year period preceding this proposal, been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.
- (3) The prospective participant and its principals are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses in Paragraph 2 of this certification.
- (4) The prospective participant and its principals have not, within a three (3) year period preceding this application/proposal, had one (1) or more public transactions (Federal, State or local) terminated for cause or default.
- (5) Where the prospective participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Signature of:

x _____
Bidder, if the bidder is an individual

x _____
Partner, if the bidder is a partnership

x Riya Rif
Officer, if the bidder is a corporation

Subscribed and sworn before me this 27th day of March, 2019.

Kathy Schoenfelder Notary Public

My commission expires: 2-25-2021



**APPENDIX F - ANTI-BRIBERY AFFIDAVIT
(TO BE SUBMITTED WITH TECHNICAL PROPOSAL)**

RFP-03292019

Executive Search Consultant Services

Ryan Ray, being first duly sworn deposes and says that he is an officer in the organization known as Ray and Associates, Inc and the party making a certain proposal or RFP dated, March 27 2019, to the Shelby County of Education:

I further confirm that: Neither I, nor to the best of my knowledge, information, and belief, the above business (as in defined in Section 39-16-101 of the State of Tennessee Code of Ethics Ordinance or any of its officers, directors, partners, or any of its employees directly involved in obtaining or performing contracts with public bodies (as is defined in Section 39-16-102 Bribery of Public Servant has been convicted of bribery, attempted bribery, or conspiracy to bribe in violation of Tennessee Law, or of the law of any other state or federal law, except as follows (indicate the reasons why the affirmation cannot be given and list any conviction, plea, or imposition of probation before judgment with the date, court or administrative body, sentence or disposition, the name(s) of person(s) involved, and their current positions and responsibilities with the business):

N/A

Signature of:

x _____
Bidder, if the bidder is an individual

x _____
Partner, if the bidder is a partnership

x Ryan Ray
Officer, if the bidder is a corporation

Subscribed and sworn before me this 27th day of March, 2019.

Kathy Schoenfelder Notary Public

My commission expires: 2-25-2021



**APPENDIX G - CERTIFICATE OF INSURANCE COVERAGE
(TO BE SUBMITTED WITH TECHNICAL PROPOSAL)**

**RFP-03292019
Executive Search Consultant Services**

BIDDER NAME: Ray and Associates, Inc
ADDRESS: 901 17th Street NE Po Box 10045
Cedar Rapids, IA 52402

NAME OF SURETY: (TYPE OR PRINT) The Acel Group (United Fire & Casualty)
NAME OF AGENT: (TYPE OR PRINT) Timothy Gassman

AGENT'S PHONE NO: 319) 365-8611

The below signed hereby certifies that the following information is true and correct.

TYPE OF COVERAGE	MINIMUM REQUIRED LIMITS	POLICY OR BINDER NUMBER	ACTUAL LIMITS PROVIDED	EXPIRATION DATE
COMMERCIAL GENERAL LIABILITY OCC	\$1,000,000	60490046	\$2,000,000	2-01-2020
COMMERCIAL GENERAL LIABILITY AGG	\$3,000,000	60490046	\$2,000,000	2-01-2020
BUSINESS AUTOMOBILE LIABILITY	\$1,000,000 PER OCCURRENCE	60490046	\$1,000,000	2-01-2020
WORKMAN'S COMP	TENNESSEE STATE MINIMUM COMPENSATION STATUTORY	60490046	\$500,000 per accident	2-01-2020

☒ LIMITS ON ABOVE POLICY WILL BE INCREASED () ABOVE POLICY NOW IN EFFECT
() POLICY WILL BE OBTAINED/ISSUED ON _____

The following additional clauses will be considered a part of the above policy(s), the same as if specifically written therein, as pertains to the above stated contract.

- SCBE is hereby named as Additional Insured.
- The policy(s) cannot be reduced or cancelled without at least forty-five (45) days prior written notice to SCBE.

- The insurance company is prohibited from pleading government function in the absence of any specific written authority by SCBE.
- The policy(s) will be automatically included and cover all phases of work, equipment, persons, et cetera which are normally covered while performing work under the above contract, whether specifically written therein or not.
- SCBE is hereby granted authority to contact the agency directly to confirm SCBE information or obtain copies of certificates of insurance. SCBE bears no responsibility for premiums or other cost of insurance. If policy(s) is not currently in effect, it will be written immediately upon notice of award, and a copy of binder or certificate will be sent directly to SCBE. A properly executed copy of this document shall be legally binding as a Carrier Certificate of Insurance Form.

The successful bidder will be required to provide insurance coverage as shown in General Conditions of RFP and Contract, prior to beginning any work. This insurance coverage must be maintained throughout the life of the contract. **PROOF THAT COVERAGE IS EITHER CURRENTLY IN PLACE OR WILL BE PROVIDED MUST BE SUBMITTED WITH THE BID.** This can be done by one of the two following methods:

Complete form "CERTIFICATION OF INSURANCE COVERAGE" or

Submit a Certificate of Insurance on a form provided by your Insurance Agent. This form must include the following clauses:

SCBE is hereby named as Additional Insured.

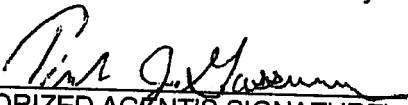
The policy(s) cannot be reduced or canceled without at least forty-five (45) days' prior written notice to SCBE.

The insurance company is prohibited from pleading government function in the absence of any specified written authority from SCBE.

The policy(s) will automatically include and cover all phases of work, equipment, persons, et cetera which are normally covered while performing work under the above contract, whether specifically written therein or not.

Regardless of the method used, the form **MUST** be totally complete, **MUST** show that all Limits of Insurance are or will be met, and **MUST** be signed by the Agent.

Failure to provide the required insurance coverage by either of the two (2) methods described above when the RFP is submitted may result in rejection of your RFP as being non-responsive.


(AUTHORIZED AGENT'S SIGNATURE)

03.28.2019
(DATE)



Appendix H

Please see Volume II: Financial Proposal